

# Community and Family Sentinel



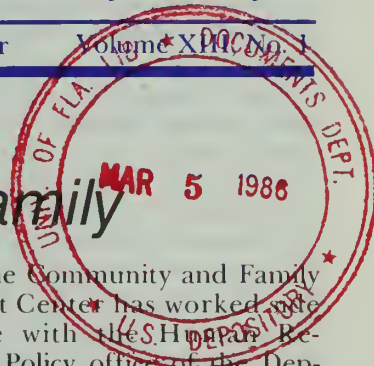
*"Helping commanders make life better for the Army family"*

Winter Edition 1986

U.S. Army Community and Family Support Center

Volume X, No. 1

## Army Family Action Plan III: *Building a stronger Army Family*



The Army Family Action Plan III, soon to be published, continues the philosophy established by the Chief of Staff's White Paper of 1983 and is closely woven into the continuing programs of Family Action Plans I and II. The Army Family Action Plan cycle was described in detail in the last issue.

In keeping with the Chief of Staff's direction of building on our prior years' successes, Army Family Action Plan III is based on issues supporting all dimensions of the Army family. This third

plan continues the emphasis on family action programs developed with family member participation at the 1985 Family Action Plan Planning Conference.

This plan expands the purview of the Army Community and Family Support Center in many areas, including more involvement in Reserve Component matters (Army Reserve and National Guard), single soldier support, Nonappropriated Fund support for Army Family programs, and closer ties with the Department of Defense Dependents School sys-

tem. The Community and Family Support Center has worked side by side with the Human Resources Policy office of the Deputy Chief of Staff for Personnel to provide meaningful goals and objectives for Family Action Plan III. The programs and goals selected represent a cross-section of initiatives that continue to support the concepts outlined in the original White Paper. Past programs have now had a chance to reach the level of the Army for results to be seen and felt by soldiers and their family members in the field.

Not only does Army Family Action Plan III establish new programs, but also the feedback obtained from previous plans has enabled the modification and fine tuning of existing programs. The key is active participation of families during the entire planning process. Their influence and flavoring can be seen in many of the programs in the current cycle.

The Family Action Plan is now established as a guideline for formal instruction in Army service schools. The Army Reserve and National Guard are fully integrated into the planning process. Family representatives exist at all levels of the decision making process including the offices of the Secretary of Defense and Secretary of the Army and a General Officer Steering Committee, chaired by the Vice Chief of Staff. This year's efforts by the Family Action Plan Planning Conference

### *CFSC begins second year*

Quietly, without fanfare, CFSC has slipped into its second year of operation following an extremely successful inaugural year of activation and organization. In expressing appreciation,

CFSC Commander, MG Robert M. Joyce said, "Not only have the people assigned to CFSC done a superb job of getting organized, but also, we owe a vote of thanks to the field—to the DPCAs, MWR managers and employees, NAF workers, and the professionals and volunteers in our family support programs. Everyone pitched in and was understanding and occasionally tolerant

while we ironed out most of the kinks."

He continued, "Because of this support, we've been able to start some programs, improve others, and make a genuine contribution to the Army's soldier and family programs while in the midst of moving furniture and file cabinets and hooking up telephones. There's a "can-do" spirit at CFSC that's contagious and I am looking forward with high expectations toward an even more productive new year!

A summary of CFSC first year actions begins on page 29.

(See PLAN III, page 15)

# Thoughts of a former Team Chief

by Lt. Col. Dick Gates

During my tenure as Chief, TRADOC Management Assistance Team, the question of how to measure success of the IMWRF was discussed at all levels of management. After visiting 20 TRADOC installations, the common denominator was the manner in which people communicated and their motivation towards what they perceived to be their mission—caring for the soldier and his family. Where top management developed an operational plan (in addition to the five-year plan) and communicated that plan to all levels, installations were the most successful in achieving self-sufficiency. At installations where the team concept was not achieved and a realistic

management plan was not developed, numerous problems surfaced which ranged from frustration to sheer confusion.

The best manager is doomed to failure if he cannot convey his thoughts to his subordinates. The team concept is an effective method to achieve maximum success for the IMWRF. Management at all levels sharing their thoughts and ideas is for the installation MWR to meet the needs of the military community. Managers more interested in the next promotion or maintaining their turf are not fulfilling their responsibility nor meeting the needs of the military community. To accomplish the mission of providing first class products and services to the military community we must provide the best possible manage-

ment at all levels.

To obtain the best possible managers, we need to streamline and simplify our recruiting procedures at local levels and worldwide. We need to establish an open recruiting system where the best candidates can be selected and groomed to fill top management positions. We need to develop and provide resources for an extensive training program for all levels of management and staff. The training program must be well-organized and provide instruction on a continual basis. It also must include industry trends and innovations.

To procure the best possible resources we need to become "super salespersons." MWR managers must sell their ideas to the patrons so the patrons will place demands for the products and services. In turn the MWR managers must take the demands to their superiors so the Army leadership can voice the requirements to Congress to provide the resources to meet the demands. The ideas for successful change must originate from the bottom-up.

TRADOC has been successful under the IMWRF because of the efforts of management at all levels to recognize the goals and objectives, and sell their ideas to gain the necessary resources to meet

(See CHIEF, page 25)

## Address scrub coming soon

**SENTINEL** readers will soon be asked to participate in a biannual clean-up of our mailing list. Army regulations require that mailing lists be verified for basis of need and distribution effectiveness.

Our addressees will be asked to confirm the number of copies required and the address in our files. We especially encourage candid and accurate responses: if **SENTINEL**, **DPCA Briefs**, or any other of our publications is not needed, let us know so we can purge the system.

Also of special interest are "by name" addressees. Over time, many recipients have been identified by name rather than position. Except for General Officers and selected Command Sergeants Major, we discourage use of "by name" addresses because normal personnel turnover results in many copies being forwarded to an individual no longer in the system—and in denying a copy of the publication to the office for-

merly occupied by the "by name" addressee.

Publications austerity is a major cost reduction program for the federal government, including DOD. A quick and accurate response to our **SENTINEL** survey will be extremely useful in the Community and Family Support Center's effort to support the Army publication control program.

## Community and Family Sentinel

U.S. Army Community and Family Support Center

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MG Robert M. Joyce—Commander

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SGM Juan A. Fraga—Sergeant Major

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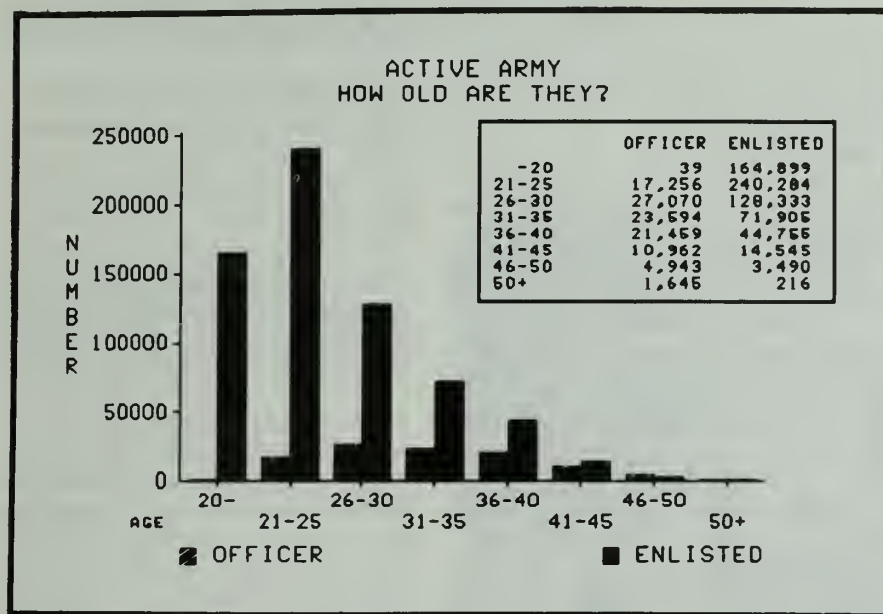
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## Sergeant Major's Corner:

# "You Gotta Know The Territory"



by Sgt. Maj Juan A. Fraga

A younger Army provides fresh challenges to MWR managers. I've just finished looking at Army statistics and I see a warning that we need to heed. DA findings show that four-fifths (80%) of the Army is under 31 years old. Sixty percent of our soldiers are 25 years old or less!

Most of us who manage MWR programs are well beyond the 25 year old level and we have to force ourselves, painful as it may be, to look at the world through the eyes of our customers if we want to provide them with the services they want and need. We have to remember that most of our "customers" aren't of the Guy Lombardo generation—they can relate to Boy George, not George Liberace!

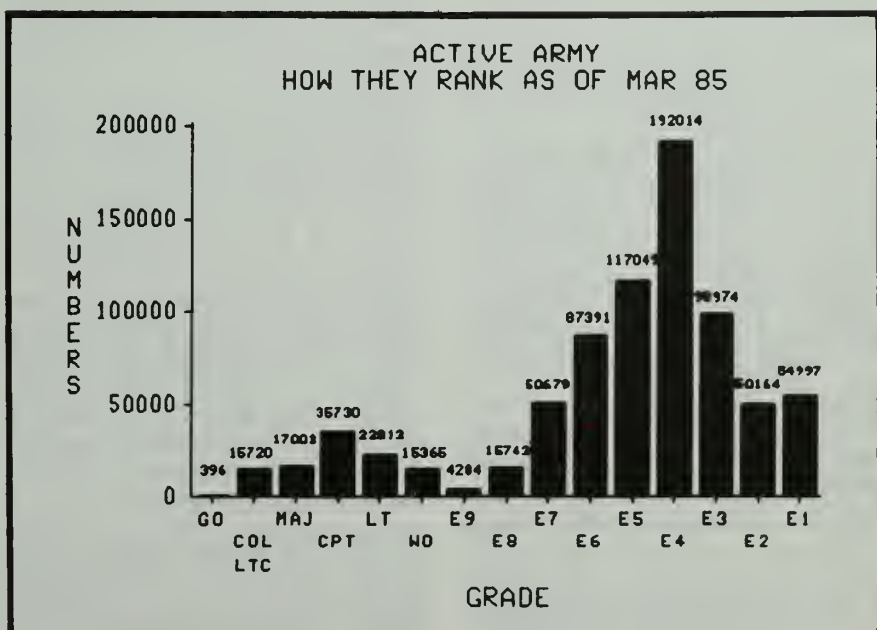
I caution about over-generalization and reliance on statistics. The DA findings described above fit the total Army, but would fit only a few installations. MWR managers will have to take their own look at installation statistics and use this local data to

build programs that will attract and hold the interest of the various segments of the Army population.

Managers can't rely on numbers alone. We have to learn to listen, not just to individual customers but also to those who work with and know the customer group. There are influentials in the com-

munity who really know the Army family—people like the NCO corps, public affairs staff members, ministers, ACS workers, and even the military police—people who come in contact with soldiers and soldier families every day and who know what makes them "tick." No statistics will take the place of personal contact, call it personal research, if you like.

If people are seeking your products or service some place else, there has to be a reason. What we are doing may not be bad, but someone else may be doing it better! That's why it's up to all of us to do our homework—to study our potential "customers" and do what we have to do to make our shop attractive to them. If we do it right, we'll see the results in more business, more traffic, and most importantly, in more satisfaction in the Army family.



# SMA Morrell:

## Community and Family programs

## necessary for retention

*Improving the Quality of Life is a concern of the Army staff. In a recent interview, Sergeant Major of the Army, Glen E. Morrell discussed the role community and family programs play in improving Quality of Life for soldiers and family members.*



*Sergeant Major of the Army  
Glen E. Morrell*

**What do you see as the purpose of community and family Programs?**

These programs help in recruitment of the soldier, and retention as well.

If we don't have decent facilities for them to enjoy when they're off duty ... that will impact on readiness and retention. A soldier isn't going to be focused on the mission if the family has problems. Also, these programs normally cost less than in the civilian community.

**When we talk about community and family support programs we usually mention soldiers or their families. What about the single soldier?**

Well, I think that's a myth. Everything that we have on the in-

stallation is designed for one purpose only: for the soldier; whether a soldier is married or single.

I don't think people understand when we talk about facilities. They were designed for use by the soldier and of course we must make that available to those married soldiers. I think that makes for better facilities. If we didn't have the families using the facilities we probably wouldn't have as many facilities as exist right now. When I came into the Army, there wasn't much emphasis placed on facilities. Families have helped obtain the facilities we have right now.

We must keep in mind that 54 percent of the Army is married and if we don't offer something for the family members we would

lose people we can't afford to lose.

**What are your thoughts for facility managers to improve the service and quality of the programs meeting the soldiers needs?**

One thing they need to do is go out and find out what the soldier really wants. Instead of trying to say "this is what we're going to do" or some commander saying "this is what I want." Maybe that's not what the soldier really wants. There are all kinds of ways for a director to have very good programs that will be used by soldiers and family members. The directors must be independent but at the same time work with the people who can help them put it together; mainly the Sergeants Major and the First Sergeants of the units.

If they try to work it any other way then they're not going to be able to do anything. They won't get the support that's needed.

On different installations I've visited, they came out with a questionnaire of all types of things that were within the capability of the director. Once feedback was received, we held an MWR Council once a month or every six weeks and talked about establishing what the soldiers wanted. By doing that, you have a good program and good participation.

**Besides surveys, what can the facility managers on the installations do to provide quality programs for soldiers and family members?**

Unless that individual has very  
(See SMA, page 5)



# *Family Life Centers provide caring ministry for families*

by Chaplain (MAJ)

William L. Hufham

Office of the Chief of Chaplains

Family Life Center ministry has a rich history in the United States Army. The first center began when the 101st Airborne Division returned to Fort Campbell, Kentucky from Vietnam in 1971. The installation experienced a deluge of domestic disturbance problems related to reuniting families, poor family facilities, and long training days.

The first Family Life Center began in military quarters in the Lee Village enlisted housing area as a cooperative effort between chaplains and the commander.

The Center offered pastoral counseling for families, crisis intervention for domestic squabbles, and some problem-solving classes. The initial approach provided immediate reaction and assistance in response to the mounting number of problems. As the Center developed, positive programs were initiated for the prevention of family

problems.

Realizing the need for formal training in family life ministry, the Chief of Chaplains assigned the first school-trained chaplain in family life to the Fort Campbell Center in 1972. This training would become the requirement for future Family Life Center Directors. The Center has continued to operate out of a theological basis, providing a caring ministry for people with family needs.

Since those early beginnings the Family Life Centers have expanded in scope around the world. Currently, there are 49 Family Life Centers operated by Chaplain Directors in every Major Army Command.

Family Life Centers tailor their programs to meet the needs and resources of the community in which they serve. Programs at Basic Training Centers offer classes for families of Drill Sergeants on the stresses of the Basic Training environment. At division posts they look at family separation during field training and deploy-

ment. At remote and foreign area locations the Centers help with environmental adjustment, language and cultural barriers.

Some of the programs offered in Family Life Centers include classes on effective parenting, marriage enrichment, preparing for marriage, developing coping skills in high stress situations, English as a second language, cooking skills for foreign born wives, secretarial skills, handling grief situations, single parenting, and practical classes on dieting and exercise. The work of the Centers is still built around a solid core of confidential counseling and a theology of caring.

Recent emphasis has shifted from the chaplain doing things for the people, toward the chaplain as a facilitator in helping people help themselves. The chaplain assists in needs assessment and identifying resources to meet those needs. A typical example was the development of a coop-

(See CENTER, page 28)

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## **SMA, from page 4**

good knowledge of soldier wants and needs, it's tough for them. They need to get in touch with the Sergeants Major and First Sergeants and get some good feedback from them.

### **What role does the NCO corps play?**

If they want to have good programs that soldiers and families must have, NCOs have to get involved. They have to support the people running the facilities and find out what is really needed at that particular installation for the good of the soldiers and families. NCOs have to be a viable part of that whole process. If they don't sit on those councils on behalf of those soldiers and families and find out what is desired, they will deny the soldier good programs.

For example, a director will come up with an idea and gear up, spend a lot of time and money on the project. Then they canvas the soldiers and family members and find out they don't want a thing to do with it. The NCOs must get involved in the program development process.

### **How do you see the Community and Family Support Center helping the installations?**

I think CFSC needs to give more guidance on what needs to be done, because CFSC can see what the Army needs as a whole.

CFSC can offer recommendations and expertise to the installation.

CFSC was established to do what needs to be done for soldiers

and families and I'm telling you, since CFSC has been created they have done a hell of a lot and I don't think that has really been fully saturated out to the force. I'll tell you there's some fine people working in that organization and we need the best we could possibly have.

CFSC should have more say in what needs to be built throughout the force structure. If that would come about, we will really be offering soldiers and family members the types of facilities we need out there. We need to get away from this "turf" issue, which is "this is mine and this is what I want." We need someone to look at it with a broad perspective. That way we'll do the best for all soldiers and family members, as it was intended to be.



# Congressional Update

by Katherine A. Rivera

The **DOD Authorizations Act** was passed in October 1985. The **DOD Appropriations Act** was rolled into a Continuing Resolution (CRA) (House Joint Resolution 465 "Further Continuing Appropriations for FY 86) carrying funding for DOD programs through FY 86. Each contains provisions affecting community and family programs.

## The Military Family Act

Rep. Patricia Schroeder, D-Colo. and Sen. Edward Kennedy, D-Mass., included this Act in the House and Senate versions of the DOD Authorization Act. The provisions of this Act help meet the needs of soldiers and their families.

**Office of Family Policy:** The DOD level Office of Family Policy was created by this Act, under the Assistant Secretary of Defense for Force Management and Personnel. The duties of this office are

to:

(1) Coordinate military family programs and activities of all services.

(2) Make recommendations to the Service Secretaries regarding military family programs and policies.

**Military Family Resource Center:** The Military Family Resource Center is transferred to the Assistant Secretary of Defense for Force Management and Personnel from the Assistant Secretary of Defense for Health Affairs.

**Surveys of Military Families:** Prior to this Act, military families and retired members of the Armed Forces could not be surveyed by the Federal Government without approval from the Office of Management and Budget (OMB). Only active duty military members could be surveyed by government agencies because families and retirees were considered private citizens. Under the Military Family Act, family mem-

bers and retirees are now considered employees of the Federal Government for surveying purposes. This provision will give commands an opportunity to ascertain the need for new community and family programs and evaluate the effectiveness of current programs.

**Family Members on Committees:** Prior to this legislation, only government employees could be members of advisory committees. Family members could not sit on advisory committees that affect them (e.g., hospital advisory). Under this legislation family members can now serve on advisory committees.

**Employment Opportunities:** Preference will be given to spouses who are considered best qualified when hiring for positions above the grade GS-7 for appropriated fund positions and below the grade of UA-8 for nonappropriated fund positions.

**Youth Sponsorship Program:** The Act directs the Secretary of Defense to establish a youth sponsorship program at all military installations to help reduce problems dependent youths face during their parent's PCS moves.

**Dependent Student Travel:** - Authorizes DOD to fund for travel and transportation allowances within and between the contiguous states for dependent students of military members

(See UPDATE, page 7)



## Update, From page 6

stationed overseas.

**Relocation and Housing:** Extends the amortization period for parking facilities for house trailers and mobile homes from 15 to 25 years. The effect of this legislation is that monthly space rental payments by soldiers and their families will be significantly reduced.

**Child Abuse:** DOD will request each State to report to DOD on any known or suspected child abuse of military dependents.

**Food Programs:** Spouses and dependent children of enlisted members, grades E1-E4, will no longer be required to pay a surcharge for meals sold at messes.

**Reporting Requirements:** Requires DOD to provide reviews, evaluations, and reports to Congress on a variety of topics. Included are:

—Feasibility of providing relocation assistance for military members through contracts with private firms.

—Feasibility of issuing food stamps OCONUS.

—Availability and affordability of off-base housing for military members or their families.

—Administrative or legislative actions necessary to allow a smoother transition of dependent students transferring to secondary schools.

## FY 86 Appropriations Act

The FY 86 DOD Appropriations Act contained provisions committing funds for certain DOD family programs. Funds can now be obligated for:

(1) **Household goods (HHG) weight allowances.** Increases HHG weight allowances for junior enlisted grades (E4 less than 2 years and all grades below) to 5000 lbs. for soldiers with dependents and 1500 lbs. without dependents.

(2) **Temporary Lodging Expenses.** Payment of lodging expenses of soldiers and families during PCS moves.

(3) **Junior Enlisted Travel.** Payment of moving expenses incurred by soldiers (E4 and below with less than two years) and their families during a PCS.

(4) **Travel to a Designated Place.** Prior to enactment of this provision, when a soldier was part of a unit move to an overseas location no funding or leave was authorized to help his/her family settle into a home of record. Funding can now be authorized for this purpose.

(5) **Dependent Under Two Mileage.** Funding for dependents under two years of age to receive a mileage allowance.

The Act also requires that DOD study the availability of excess land on Fort DeRussey and determine possible civic uses.

Provides funds for design of NAF projects.

(See CONGRESS, page 32)

### INSTALLATION

Ft Bliss

Ft Bragg  
Ft Carson  
Ft Drum  
Ft Greely  
Ft Irwin  
Ft Knox  
Ft Lewis  
Ft Polk

Germany

Baumholder  
Bad Kreuznach  
(Dexheim)  
Heidelberg (2)  
Neu Ulm  
Vilseck  
Hanau  
Wuerzburg  
Cooke  
Germersheim  
Kalb

Greece

Italy  
Redstone Arsenal

### PROJECT FUNDED

Child Care Center  
Physical Fitness Training Center  
Physical Fitness Training Center  
Child Care Center  
Child Care Center  
Child Care Center  
Child Care Center  
Child Care Center (Reduced by \$200K)  
Child Care Center (Reduced by \$300K)  
Physical Fitness Center  
(Reduced by \$3M)

Child Care Center  
Child Care Center

Child Care Center  
Child Care Center  
Child Care Center  
Child Care Center  
Child Care Center  
Child Care Center  
Child Care Center  
Child Care Center

2 Physical Fitness Centers  
Multipurpose Recreation Building  
Child Care Center  
Child Care Center

### Construction

*The DOD FY 86 Military Construction (MILCON) Appropriations Act approved funding for construction of the following Morale, Welfare Recreation (MWR), Military Construction, Army (MCA) projects.*

# Odom new marketing chief

Fred M. Odom, a veteran Army public affairs practitioner, has been named Chief of Media Marketing, CFSC's public relations element. He replaces Mr. Dick Belgrano, who has returned to his position in the Business Operations Division.

Odom brings over two decades of public affairs experience to the position. He has worked in the HQDA Command Information division, commanded the American Forces Network in Europe (AFN-E), and served as a public affairs officer with the U.S. European Command and Fifth U.S. Army. Prior to joining CFSC, Odom was Deputy Director of the American Forces Information Service (AFIS) of the Department of Defense.

No stranger to MWR and nonappropriated fund activities, he has served on councils advising AFN-E and *The Stars and Stripes* in Europe. He notes that literally hundreds of MWR, NAF, ACS, and other family activities received radio, television and newspaper support from these media.

"I think this could be the best job in the Army," says Odom. "The Army is honestly committed to taking care of its people—soldiers, civilians, and their families. There are all kinds of initiatives underway to help people. My job is to tell people about these programs—and there's so much it's hard to know where to start." "It's a PAO's dream," he says.

"When it comes to an Army Family," draws Odom, "I practice what I preach." Both children are active Army officers. Son William is assigned to 2/75 Ranger battalion at Ft. Lewis, Wash., and daughter Joy is an Army aviator at Ft. Polk, La. Odom and his wife, June, live in Woodbridge, Va.

# Family doctor program planned

WASHINGTON, D.C.—New programs are being planned or tested by the Army's medical providers to increase health care services for soldiers and their families.

The programs include providing easier access to medical facilities, installing computerized appointment systems and having "family doctors."

Lt. Gen. Quinn H. Becker, the Army's Surgeon General, said, "The thrust of our Army program will be to make more services available, and improve continuity and the quality of care for everyone, especially those who traditionally have had to depend on CHAMPUS (Civilian Health and Medical Program for the Uniformed Service)."

According to Tansill Johnson of

the Surgeon General's office, Army medical facilities care for an average of 62,000 patients a day and that Army hospitals admit about 1,100 patients daily.

To better serve these large numbers of people, the Army has embarked on a test by contracting a civilian firm to staff a health care center in Northern Virginia. This center, which resembles the civilian walk-in medical clinic, will accommodate 24,000 visits per year. It offers health care services to active duty and retired servicemembers and their families provided they have a current identification card and are enrolled in the Defense Eligibility Enrollment Reporting System

(See HEALTH, page 13)

## Command support key to programs

by Capt. Peter D. Fromm

Everyone is told in school that "command support" is the key to your program, whatever program it may be. In the Army it makes sense that what the commander is interested in gets lots of attention. Sometimes a commander may be willing to support your program, but maybe he doesn't know it yet. Maybe he needs to have the program "sold" to him. On the other hand you may be lucky enough to have a commander who already knows your program and is interested in it. If this is the case, events can happen in a startling and rapid manner.

Our community has been through this experience in the area of family support and especially in the Army Community Service. "Command support" swooped down, so to speak, and caught ACS up in a chain of events that has taken the program from an overlooked operation in

a worn out building, to a fully funded, quickly expanding, mission oriented operation with a brand new facility that fully meets the community's needs. From a staff of four just a year ago, it now has a staff of seven with hire authority for four more positions. What are all of these people going to do? When you have "command support" you don't run out of things to do. Family symposia are only a part of the increasing awareness and mission.

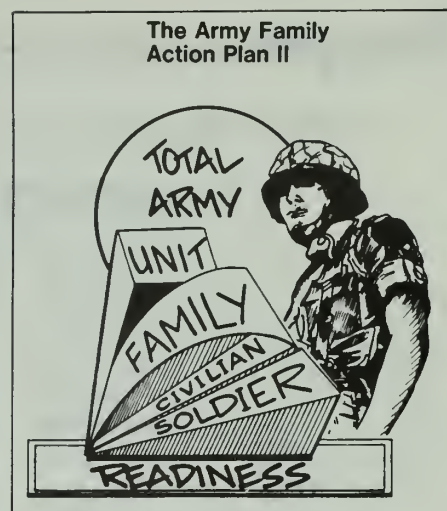
"Command support" is an educational process: it can be a long and tedious climb up the proverbial "chain;" or it can be an education from the top down in a significantly shorter period of time. For us, here at Camp Zama, family support has command interest and "command support." The educational process is occurring, and it is occurring very quickly, much to the benefit of the community and to the Army. We have command support here!



# Family Action Plan:

## Making life better for the Army family

(Second in a series)



by Edmond S. Solymosy

In my last article, I addressed the critical role played by the Family Action Planning Conferences. The conferences, and the staff work which supported them, constituted the initial phase of the PPBES—the planning phase. This article will resume the discussion with the second phase—the programing phase.

The DA system that controls the resourcing process is the Planning, Programing, Budgeting and Execution System (PPBES). Within this system Army mission needs are identified, matched with resource requirements, reviewed and translated into budget proposals. The PPBES is the Army's complement to DOD's, Planning, Programming and Budget System (PPBS). The PPBES covers seven years—the execution year, the budget year and the five program years (see schematic below).

Frequently, the actions that occur within the programing phase are misnomered as budgeting actions. This misconception is the result of the programing phase's end product being the Army's budget for the upcoming fiscal year (FY), or the budget year. The programing phase translates ideas or concepts conceived in the planning phase into resource terms. The ideas and missions are defined tangibly into dollars and

manpower requirements.

Within this phase of the PPBES four documents define the programing process.

The first document is the **Program Development Increment Package (PDIP)**. Each PDIP addresses a single issue or mission in terms of total resource requirements (i.e., labor, dollar resources and other resources). PDIP's can be originated from a field identified need, at the direction of DA, or at DA level. This is the sole entry point into the programing process.

Every year in early January each major command (MACOM) submits prioritized PDIPs to DA. The submission of PDIPs is called the **Program Analysis and Resource Review (PARR)**. Both PDIPs and PARRs cover seven years of resourcing.

From early January until mid May, PDIPs are scrutinized by various Army resource panels and review boards. PDIPs that address Army-wide issues are consolidated. Some are combined with other PDIPs when resource actions dictate a unity of effort. The end result of this process is known as the **Program Objective Memorandum (POM)**. The POM is DA's prioritized list of PDIPs and is, in effect, the Army's PARR.

The final step in the programing phase is the **Program Decision Memorandum (PDM)** process. The Office of Secretary

of Defense (OSD) reviews each military services' POM and creates a DOD prioritized position on resource requirement. When OSD completes the PDM process, resource decisions are transmitted to the field to serve as the starting point for preparation and submission of Command Operating Budgets (COB). The succeeding steps are the budgeting and execution phases of the PPBES. During these two phases the President, Congress, and finally the Army's disbursing activities, complete the cycle.

The programing process can be summarized with an example. The Family Action Planning Conferences represented the planning phase of the PPBES. FAP Conference II identified the need for a volunteer coordinator at installation level. After the scope and characteristics of the position were finalized by the Army staff, the programing phase began. Installation and DA program personnel determined funding requirements for the full seven year period. Training requirements, DOD/Army civilian end strength levels, current activities in the field and an array of funding rules and constraints were imposed upon the program. These efforts culminated in a PDIP that described the funding requirements during the seven year period, rationale for the program and resourcing strategy for

(See PHASE, page 32)

## MWR Workforce:

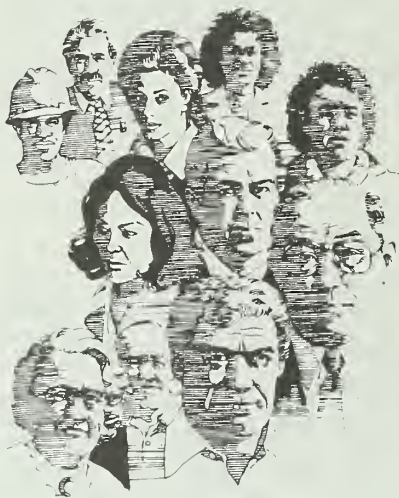
# Retaining a professional workforce

The U.S. Army Community and Family Support Center (CFSC) is in the midst of a study to determine how to best attract, train, and retain a quality work force to manage the expanding morale, welfare and recreation (MWR) mission of the future.

A task force directed by Col. James Daugherty has been in existence since August 1985 to review the issues and consider alternatives to the notion of creating an improved personnel system for MWR. Task force members traveled to all parts of the world to visit MACOMs and twenty installations; they talked to over 800 personnel. The purpose of the travel was to gather information, identify problems, address concerns and questions, and solicit opinions and recommendations on the issues of concern to MWR employees, managers, and commanders.

The need for change has become self-evident with the advent of the Installation Morale Welfare Recreation Fund (IMWRF), the decreasing amount of appropriated fund support to MWR activities, the new AR 5-3, (Standard Installation Organization), and the move to more business-oriented services for soldiers. Three Inspector General reports identified many problems in both the appropriated and nonappropriated civilian personnel systems.

A Civilian Personnel Center (CIVPERCEN) study completed in February 1985 recommended a task force be formed to analyze options, develop conclusions, and implement decisions to attract, develop, and retain a professional MWR workforce. The CIVPERCEN study found that the current triadic work force lacks desirable characteristics such



as a competitive image, career opportunities, effective training, and meaningful incentives. The study concluded that a single MWR work force is needed to establish effective programs for recruiting, training, professional development, referral, business-oriented performance evaluation, and recognition of employees.

Several alternatives appear possible, but no recommendation can be made to the Army leadership until each alternative can be analyzed in terms of capability for attaining objectives, assumed risks, impact on employees, resource availability, and other factors.

The "all-NAF" work force has been discussed more than any other alternative. It is most discussed for two opposing reasons: (1) it is the easiest to develop and implement and (2) it causes the most employee concerns. This prevailed during visits to MACOMs and selected installations and during the 13-15 November 85 workshop at Leesburg, Virginia, which was attended by 37 MACOM/installation representatives. Employee concerns ranged from continuing APF funding to sustaining current

quality of service in MWR programs to retention of current employees.

Many hard questions must be resolved concerning appropriated funding, conversions, and benefits. The task force and other CFSC elements are continuing to search for a strategy designed to assure acceptable levels of APF funding. The possibility of exempting MWR functions from the Commercial Activities (contracting) policy is also being pursued. Based on employee concerns related to an all-NAF work force alternative, additional facets of this alternative are being addressed for inclusion in the task force analysis. Preliminary indications show, for example, that any conversion would be with full transfer of retirement, leave, seniority and other such benefits without loss to the employee.

As a result of all these concerns, discussions, and visits, the task force has formulated 19 objectives which the new personnel system could satisfy to include the concerns of decisionmakers and employees. Also, 11 alternative plans of action have been identified. Each alternative must be analyzed as to its ability to meet those objectives (see below). The plan which most closely satisfies those objectives will be the one recommended for adoption to the Chief of Staff of the Army.

## ALTERNATIVES

1. Status Quo
2. Compartmented Appropriated Fund/Nonappropriated Fund (some areas APF; others, NAF)
3. Stratified Appropriated Fund/Nonappropriated Fund (career jobs APF; other jobs NAF)

(See **FORCE**, page 25)



# Retirees receive health checks at Riley



*Sgt. James Marcus, respiratory therapist at Irwin Army Community hospital, administers a breath test to a retiree's spouse during the annual Health Fair. More than 1500 retirees and their families attended the annual event. (US Army Photo)*

**FORT RILEY, Kan.**—For some it is an opportunity to renew old acquaintances and to develop new ones. For others it is a chance to update their medical history through comprehensive testing. And for all, it represents a potentially life-saving event.

It is Fort Riley's Annual Retiree Health Fair conducted by Irwin Army Community Hospital (IACH). In its eighth year the fair provides preventive health care and diagnostic services, treats a large number of retirees in a short period of time. This year's fair attracted more than 1500 participants.

The fair's comprehensive testing involves 11 specific screening tests, including blood evaluation (anemia/cholesterol check), electrocardiograms and breathing tests. Examinations also include medical history screening

and dental exams. Doctors preside over pelvic, breast and pap examinations for females, as well as vacular, rectal and prostate exams given to males. During a two-day period the hospital staff completed 1586 examinations to include 759 pap tests, 530 chest x-rays, 300 EKG's, 200 pulmonary function studies and administered more than 1500 immunizations.

"The screening exams are designed to look for diseases most prevalent in the retired population, such as high blood pressure, glaucoma, cancer and diabetes," said Col. Byron B. Alexander, Project Officer for IACH.

Of the abnormalities found this year, 57 people will or have been referred to the general surgery clinic, 52 to the hypertension clinic, and seven to the dermatology clinic. In addition, 14 were referred to internal medicine, 63

female patients were identified for further gynecology evaluation and 47 males were identified as needing evaluation by the urology clinic. Others were identified as having cancer, including four lung, six prostate, two bladder and one pelvic cancers. All of these patients were without visible symptoms and would not have gone to the hospital except to participate in the health fair.

"When people feel healthy they don't go to the hospital," Alexander explained. "Most of the people didn't think they needed surgery or medical treatment. But the earlier diagnosis or potential disease is detected the more effective and complete a cure can be realized. The emphasis is on preventative medicine."

The health fair program is the result of efforts which began in 1979 to compensate for a shortage of physicians and to improve health care for retirees.

"The health fair was started because the Army's physician strength was low and, as a consequence, a majority of the retired population had an extremely difficult time receiving routine medical care," Col. Alexander explained. "The health fair is our (IACH's) opportunity to let those who served their country know that this is their hospital and we are here to serve them."



# RIMP:

## "We get questions, lots of questions"

*The Risk Management Program (RIMP) provides property and casualty insurance for Army NAFIs. As NAF activities expand their operations, RIMP is receiving a growing number of inquiries about insurance coverage. Questions and answers typical of the inquiries RIMP receives are:*

**Our Morale Support Fund would like to purchase vans to rent to patrons for short trips. Will RIMP insure the vans?**

RIMP insures NAF owned vehicles such as vans, buses and three wheel vehicles that are rented to patrons of NAF activities. Since rental operations greatly increase the exposure to loss, you should ensure strict control over the use of rental vehicles. A standard agreement should be drawn up and approved by your local legal office that stipulates destination, authorized drivers and maximum distances. You must notify RIMP in writing of vehicle rental operations; but coverage and rates are not affected.

**Our club is in an appropriated fund building. We're doing extensive renovations paid from NAF. I know the building can't be insured, but can I get insurance to cover the renovations?**

In a building that is not insurable, renovations that become a permanent part of the building may be insured as Betterments and Improvements. To request this insurance, you must complete the "Request for Insurance" form (DA 4316-R). Be sure to review your contents coverage also; it may be necessary to increase your coverage for items such as new carpet or furniture.

**Instead of buying new golf carts, we plan to lease from a local dealer. Can we get insurance for leased golf carts from RIMP? What should I do if the dealer needs Proof of Insurance?**

If your leasing contract requires that you provide physical damage

or property insurance, RIMP will cover leased equipment. Send a copy of your leasing agreement when you request coverage. On written request, RIMP can issue a "Certificate of Insurance" to the dealer confirming the amount of insurance coverage in effect.

**Our activity is purchasing a new vehicle with NAF. How can we get license plates and insurance?**

RIMP handles the licensing and registration of NAF vehicles, as well as insurance. Notify RIMP in writing when your new vehicle is delivered. Vehicle liability insurance is automatically added when you request license plates. Physical damage (collision) insurance must be requested separately. Let us know the value you want to insure the vehicle for. Regulation requires that you request license plates in writing, but if special circumstances require, you may request vehicle registration by telephone. Telephone request must be confirmed in writing within 30 days. POC at RIMP is Mary Doscotch.

**We had a surprise cash count recently and our fund was \$300 short. We don't know if the shortage is due to theft, but the loss is being investigated. Should we wait for the results of the investigation before filing a claim?**

Claims must be reported within 60 days to be accepted by RIMP. You have 90 days to submit the documents required for the Proof of Loss, so don't delay filling the claim by waiting for investigative reports. Even if you're not sure the claim is covered, report the

loss to RIMP promptly.

**We just received a shipment of computer equipment valued at \$5000, so we need to increase our insurance coverage. We know we must notify RIMP in writing, but how can we be sure the equipment is insured until RIMP receives the letter?**

Simply call and give us the information. RIMP can extend coverage requested by telephone for up to 30 days; however, all telephone requests must be confirmed in writing within 30 days or coverage may be cancelled.

**I know that if a NAF employee is injured on the job the "Employers' First Report of Injury" (LS-202) must be filed with the Department of Labor within 10 days. Where can I get the forms for filing Workers' Compensation claims?**

First, contact your local Civilian Personnel Office. On some installations the CPO handles the administration of Workers' Compensation claims. If not, you may obtain forms from the claims servicing company, ESIS. The address and phone number of the ESIS office handling your area can be found in AR 215-1. If you have any problems, contact Donna Williams or Betsy Kelly at RIMP.

*Questions on the insurance program should be directed to the Army Central Insurance Fund, DAFI-RMI, Alexandria, VA 22331-0508, or AU-TOVON 221-9480. Further guidance is found in AR 215-1, Chapters 13 & 16.*



# MWR Single Fund:

## Test proves the successful concept

by **Bill Rodriguez**

A silent switch occurred two years ago that affected the way the Morale Welfare and Recreation Fund is run. A two year test proved successful, and the multiple funds will now be officially reorganized into one fund.

Because the change went into effect in the Training and Doctrine Command on a test basis only, the official change will have little effect on Fort Leavenworth, according to Maj. James W. Wiggin, Deputy Director and Single Fund Manager, Directorate of Personnel and Community Activity (DPCA).

"Two years ago, we had a number of separately organized nonappropriated funds. We had a Morale Support Fund which was comprised of most of the DPCA's activities, and we had individual autonomous nonappropriated fund organizations.

"What we did two years ago was to test a single fund in which all nonappropriated funds were brought under one central fund." The installation commander now has control of all the income of the single fund.

"This is accomplished by a council called the Morale, Welfare and Recreation Resource Council, comprised of representatives from the installation activities. They recommend uses of income generated by the fund, and determine how much is available to be spent to purchase new equipment and build minor construction projects," Wiggin said.

The single fund concept was to become reality as early as last year, but congressional study of the proposal delayed implementation, according to Wiggin.

"Because we have been in this test phase with the single fund concept, we have already changed organizations and procedures.

Congressional approval only legitimizes these changes."

"There were several reasons for the change. First was the realization that our MWR facilities and equipment were old and deteriorating. With little money available for major construction, the backlog of needed projects was increasing each year. Secondly, nonappropriated fund activities had grown rather haphazardly over the years and a more business-like approach was needed to improve efficiency," Wiggin said.

Before 1984, Army and Air Force Exchange dividends provided money at the local level to supplement morale, welfare and recreation operations. Beginning in 1984, they decided at the Department of the Army level, to take all AAFES dividends and use them solely for major nonappropriated fund construction.

The results have been dramatic, and Army-wide more NAF construction has been approved in the last three years than in the previous 15 years. Fort Leavenworth has benefited directly with the construction of the new bowling alley, the new golf course clubhouse and the planned construction of the new NCO Club to be built in fiscal year 1987.

"It also forced us to seek more appropriated funds for MWR activities. The money had been, and remains authorized, but it was not received. It also forced us to run the nonappropriated fund activities in a more business-like manner, meaning we have to now look at the profitability of the operation in addition to the required service orientation," Wiggin said.

"I believe even though there will be certain charges affixed to MWR activities, the soldier will benefit from a marked improvement in the Morale, Welfare and

Recreational facilities."

"I feel the one fund concept is good for the installation and most important, good for the soldier. More total money is now available for MWR activities and we can now prioritize, based on the installation commander's determination, as to what the needs are on the installation, and not the parochial needs of individual organizations within the fund itself," Wiggin said.

### HEALTH, from page 8

(DEERS), Johnson said. This test started in October and if successful, more of these will be considered for other military communities, she added.

Another initiative is an automated patient appointment system. Becker believes that this new system will assist patients in getting appointments more quickly and efficiently.

But this system, which should be in place in several months, is not the only answer to the problem of getting an appointment. So Becker seeks to increase the number of support personnel, such as technicians, medical assistants and administrative assistants in medical facilities. According to Johnson, the goal is to fill more than 270 additional positions, bringing the Army's total to 1,800. Johnson believes that this increased personnel support along with the automated appointment system will improve the appointment process.

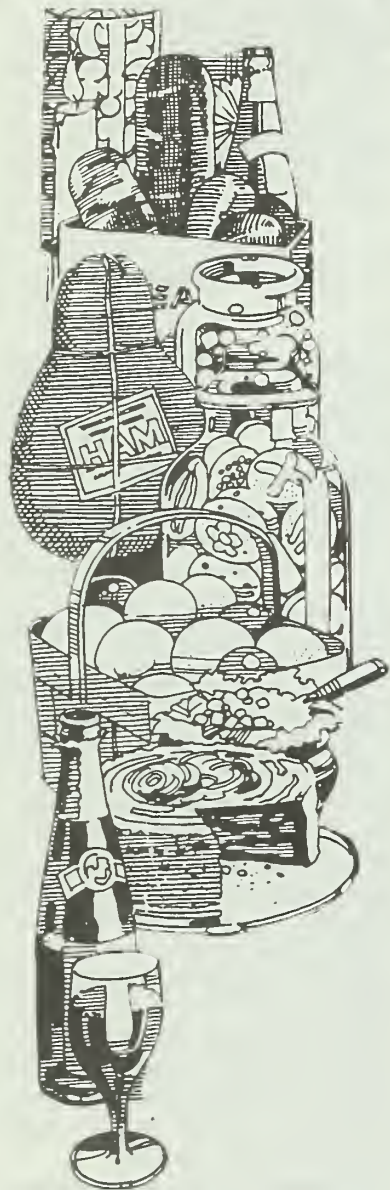
Becker's eventual goal is for every Army family to have a physician who would be "their" doctor. Each doctor would be assigned a certain number of families and would assume the role of family

(See PATIENT, page 26)

## Food for thought:

### *Ideas for Club Managers*

Annually, the USACFSC conducts the Executive Club Management Course (ECMC) for top club management people throughout the Army. During the course, participants were asked to list ideas they planned to implement when they returned to their clubs. The following are among the best ideas furnished by the attendees:



- Use a dessert cart on wheels to increase sales. When deserts are brought to the tables, there is strong incentive to select one.
- Introduce a soup bar with three homemade selections for lunch and dinner.

- Serve a sorbet between the appetizer and the entree. This is a nice touch and may promote additional sales of appetizers.

- Add a "pay as you go" dessert bar for lunch and specialty nights to increase guest check averages.

- Add a "pay as you go" dessert bar for lunch and specialty nights to increase guest check averages.

- Promote annual employee "Length of Service" banquets starting with five years of service.

- Motivate employees by holding an employee meeting every two weeks, and introduce new food for them to sample. Seek their opinion and evaluation of the product.

- Serve a vegetable kabob with dip as a garnish on a Croissant sandwich.

- Sell oysters, clams or shrimp (when in season) in the cocktail lounge during busy hours.

- Give birthday cakes to customers celebrating their birthdays; have the staff sing, "Happy Birthday" or anniversary songs.

- Use fresh fruits as garnish instead of the standard apple ring.

- Use waitress as teams instead of individuals.

- Promote specialty plates by randomly affixing a coupon on the bottom of plates. Promote by declaring prize day, prizes could be free coffee, brunch, tickets to a special event, etc.

- Offer valet parking for additional revenue.

- Close part of the dining room on slow nights in order to give a

busier appearance. People want to be with people.

- As an alternative to discontinuing Happy Hours, promote 2 for 1 non-alcoholic drinks. This creates an awareness of the non-alcoholic line and attracts customers that normally do not go to a club. Promote "Happy Hour Prices are Back" on non-alcoholic beverages.

- Offer a choice of portions. Offer two sizes of the same steak, (describe with words, not with actual ounces, i.e., "petite filet").

- Incorporate new and less costly foods into the party/catering brochure. Use fresh, seasonal, vegetables instead of the standard food items.

- Sponsor "Fit to Win" or similar functions—marathons, mini-triathalons. Become a place for athletic and health-conscious customers by offering "Fit to Win" menus and specialties aimed at this group.

- Make it a point to have server personnel sample menu items and daily specials so they can help promote food sales.

- When club members "benefit" from "free" tickets to a club event, ensure that a dollar value is printed on the ticket. Require members to pick up their tickets at the club rather than through the mail ... this will generate increased traffic.

- Use edible food carriers—something to give the "point of difference" (i.e., Tuna salad in an ice cream cone carrier).

(See IDEAS, page 36)



### PLAN III, from page 1

have resulted in a plan with fifty-nine issues. Thirty-two issues have been rolled up from the previous plans and twenty-seven new issues have been added. The issues are grouped into four major areas: relocation, medical, family support and role identity, and education and youth.

The Relocation issues are:

1. Overseas Orientation
2. Employment Information/Assistance
3. Reimbursement for Real Estate
4. Regulatory and Legislative Initiatives for Family Employment
5. House Hunting Compensation

The Family Support and Role Identity issues are:

6. Family Member Support Groups
7. Terrorism Prevention Training
8. Reimbursement of Volunteer Expenses
9. Unaccompanied Living Space
10. Reserve Component Legal Services
11. Storage Space
12. Reserve Component Commissary Privileges
13. Gray Area Retirees
14. Deferred Use of Travel for Reserve Components
15. Integrate DA Civilian Family members into Army Family Programs
16. Income Tax Assistance
17. Family Support—Mobilization (All Levels)
18. AER for Reserve Components
19. Bi-Cultural Family Adjustment
20. Family Member Insurance
21. Abandoned Families
22. Laundry Facilities in Bilets
23. Food Stamp Eligibility
24. STARC Training
25. Quarters Cleaning

26. State Residency Requirements
27. Army Community Services (ACS) Quality of Staff
28. ACS Automated Data Base
29. ACS Facilities
30. Transportation Support
31. Morale Support Activities (MSA) Facilities
32. Travel to Home of Record Upon Death of Sponsor
33. Child Development Services (CDS) Facilities
34. First Term Family Initiatives
35. Sexual Molestation
36. Availability of Child Care
37. Child Development Services Quality of Care
38. Family Safety
39. Multiple Unit Training Assemblies (MUTA) for Families
40. Suicide Prevention Strategy
41. Reserve Component Commander/Leader Training
42. Recreation Programs
43. Dayrooms

The Medical issues are:

44. Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) Residential Treatment
45. Medical Charges—Civilians OCONUS
46. Long Distance Phone Access to Medical Treatment Facilities
47. Medical and Medical Support Staffing
48. CHAMPUS
49. Remote Site Family Medical Costs
50. Reserve Component CHAMPUS at Mobilization
51. Language Difficulties in Health Care

The Education and Youth issues are:

52. School Transportation
53. Parent Communication with Schools
54. Youth Activity Program
55. School Lunch Program
56. Transfer of Credits
57. Youth Summer Employment

(See PLAN III, page 27)

## How New Deficit Cutting Law Works

The Balanced Budget and Emergency Deficit Control Act of 1985, or Gramm-Rudman-Hollings law, stipulates that budget deficits must be decreased annually and specifies measures that must be taken to achieve this result. The maximum deficit amounts specified by the act are:

Fiscal Year	Maximum Deficit Allowed (in billions of dollars)
1986	\$171.9
1987	\$144.0
1988	\$108.0
1989	\$ 72.0
1990	\$ 36.0
1991	zero

If the deficit is estimated to exceed the maximum level by any amount in 1986 and 1991, or by more than \$10 billion in 1987-1990, an automatic spending reduction procedure is triggered to eliminate the excess deficit by the removal of budgetary resources.

# USAREUR gets cooking on training



*Attention to detail is a trademark of the US Army Management Course. Student Jerry Ramb ensures that silverware, china and glasses meet the impeccable standards set by the instructors. (US Army Photo)*

**GARMISCH, West Germany—**The U.S. Army Club Management School has exported its highly regarded course to Army clubs in Europe to improve quality standards in culinary arts and business management techniques.

Normally held at Ft. Benjamin Harrison, Indiana as a nine-week course the revised, intensive seven-week course was brought to a USAREUR facility at the request of USAREUR DCSPER

Maj. Gen. Archie Cannon to provide formal training for club managers. The Armed Forces Recreation Center at Garmisch provided classroom and kitchen facilities and accommodations for instructors and participants. Civilian club personnel from throughout USAREUR attended the specially arranged course.

"The USAREUR Club Management System will be run by civilian managers in the future. There

will be difficulties for sure, but this states the need for our assistance now," said course director Maj. Richard Kubiak.

The course has several functions ranging from classroom instruction to hands-on experience in basic culinary arts as well as food enhancement, set-ups and service. As an introduction to the course, participants receive an orientation and diagnostic math test. Thereafter the course accelerates to a busy schedule of classes covering business and financial management. Kubiak says the course is designed in a "multiple hurdle" concept. Each block of instruction must be passed before the student progresses. Without a background in financial management, business management or accounting, some students cannot meet the demands of the course.

"The attrition rate for this course is nearly ten percent, although it is normally five percent at Ft. Benjamin Harrison. I'd say it's probably because they just didn't have the prerequisite background needed to get through the course. And our performance evaluations are rigorous," said Kubiak.

After the initial three weeks, students split into two groups to allow simultaneous teaching of both culinary arts and classroom academics. It also intensifies contact between students and instructors, said Kubiak.

In addition to business and financial management the classroom phase teaches sales forecasting and budgeting. Computer simulation plays a key role in preparing students for the club management system of the future.

This emphasis on computer simulation should plant the seeds of automation. It can save up to 25 percent of time for managers and free them to ensure better

(See USAREUR, page 17)



hands-on operations," said Kubiak.

The computer training utilized by the course is also taught in USAREUR by the Club Management School. Instructor SFC William Morgan uses computer software known as the Cornell Restaurant Administration Simulation Exercise (CRASE).

"The objective of CRASE is to provide not only basic classroom instruction of a proven method, but also group participation and administrator guidance. In this way students develop objectives and performance measures for operating restaurants in a simulated real world environment. They'll also make management decisions at different levels of complexity, focusing on marketing, operations, finance and asset management," said Morgan.

The most intensive training during the course is the food enhancement phase. Kubiak and his staff painstakingly illustrate the spectrum of food technology. Students learn principles of quality production and service, kitchen safety, sanitation and a variety of table-top set ups according to function. Throughout the food phase, students are expected to master the finer points of garnishing, "fun foods," soups and sauces, salads, low cost specialties and desserts.

But the real action of the course centers around the hands-on experience in the kitchen activities supervised by CWO3 John McClean. Besides setting standards for culinary arts, McClean ushers his charges through phases of preparation, portion control and supply. He emphasizes that kitchen exercises serve as a training environment as well as a functional kitchen.

"Every day I choose six people to work the dining room and six to perform pre-set kitchen functions. Although it is a bit hectic at times, it all comes together and the meal comes out on time—and good!"

The results of a typical day's labor could be a choice of four entrees complete with salad, dessert—and full service. At other times students prepare an elaborate buffet, Mongolian Barbeque, creative sandwiches and a graduation "fine dining experience."

Kubiak and his instructors hope that the demands of the course and standards of quality and serv-

ice in the proper atmosphere will make managers more capable when they return to their normal work environment.

"Managers must remember that the club system cannot improve if we stay in the Stone Age of club management. We're here to help bring them out of it," smiled Kubiak.

## Newcomer program helps family members in USAREUR

by Sandy Griffin

Knowing nothing about being a military wife, much less Germany, gave Darla Miller a good reason to show up. Wendy Reardon wanted to find out whom to contact when she needed help.

What these women are referring to is the monthly Newcomers Welcome held for all spouses new to the Aschaffenburg community and which is celebrating its one-year anniversary this November.

"To my knowledge, this Newcomers Welcome is the only program of its size and magnitude in USAREUR," said Jonnelle Davidson, ACS director. "Granted, there are other programs that welcome people but nothing on the scale we have here. This is a program that involves people from every level."

The Newcomers Welcome offers refreshments in the morning, free lunch plus free babysitting. "The Community Recreation Center provides us with lunch, the battalion wives bring in snacks for the morning plus the company supplying sodas to the club systems donates two cases of drinks a month," she said. The Aschaffenburg Women's Club (AWC) has donated money to ACS which allows us to provide free child care at the drop-in center. "It is definitely a community project, everybody pitches in to make it work."

But does it work? According to feedback received after the welcome, it does.

"This is my third tour in Germany and Aschaffenburg is the first community which has offered this type of program. It's definitely worthwhile," said family member Linda Wadman. "In fact, I tried to get out of coming to the welcome but my boss wouldn't let me. Now, I'm really glad I came!"

Only six weeks in country, Carrie Tillman, whose husband is assigned to 9th Engineer Battalion, said she really enjoyed the special welcome. "I remember 18 years ago when I was a new wife and had to scout around to find places and answers. This gives the new wife a real jump on things and I think it's great!" she added.

"The briefing was excellent but a little too long," said family member Wendy Reardon. "I know it's hard to put a program like this together and keep it short."

Agreeing with that statement, Wanda Starks, outreach coordinator for ACS explained, "We know we have some pitfalls and one problem is the lack of time to present everything we feel is important to the new spouses, but we do the best we can in the five hours we have them together."

Another problem, according to Starks, and one she battles with

(See WELCOME, page 34)

# What's happening at Army communities...

**A large portion of AAFES' clothing sales is to teenage sons and daughters.** They know what they want and are sales tools to advertise the merchandise.

This is why the Fort Knox Exchange Teen Advisory Council has been successful. All are members of the post school system and have a voice in the exchange's selection of fashion clothing and accessories.

To emphasize the group's approval of the merchandise, Jo Harris, sales and merchandise manager, organized a fashion show. The Teen Advisory members chose three areas of clothing to show—schoolwear, casual date apparel, and holiday dress fashions (all from the main exchange). Students modeled the clothing and narrated the show. They also videotaped the event. The tape was aired five times on Fort Knox's Channel-12, and was shown continuously for several days in the exchange. The instore showing attracted many teenagers, and the entire activity was considered a success for both sales and public relations.

**A two-million dollar contract for a new bowling alley was awarded** to the Karlsruhe community. The project, submitted in fiscal year 1981, was approved by Department of the Army and USAREUR officials last year, said Rolf Kittner, master planner for DEH.

The bowling alley is expected to be operational by October and is the first major construction project totally financed by non-appropriated funds, Kittner explained.

Approval for the project's design was reviewed by the European Division Corps of Engineers last year. "They will administer the contract," Kittner continued, "but all building for the new 20,000-square-foot facility will be done by local German contracting

firms."

The new 18-lane bowling alley, to be centrally located near the Paul Revere Village Shopping Center, will also house a cafeteria, pro shop and video game room.

**Effective last October, Public Law (P.L.) 89-585, Section 1305,** expanded the authority for collection of debts to officers and retired personnel. This amends Section 1007(c) of Title 37 United States Code by inserting "a member of the armed forces" instead of "an enlisted member of the Army or Air Force."

AR 37-104-3, has been changed accordingly and AR 215-1, will also show this change in the February publication. This means that involuntary collection action can be taken against all personnel active and retired, who incur indebtedness to NAFIs. Previously, involuntary collections for these debts could only be made from the pay of enlisted personnel.

**Youth Activities, Dugway Proving Ground (DPG), has opened a "Balloon Boutique."** The operation is managed and operated by teens and preteens living on the installation. Since there is no flower shop on DPG and it is 40 miles to the nearest town (Tooele, UT) the boutique is doing a thriving business. The kids buy the balloons, maintain inventories, deliver, and maintain the books for the business. Balloons in place of fresh flowers, have become very popular at DPG.

**Commanders are encouraged to explore the possibilities of an MWR video tape rental activity.** This type of recreation program can provide additional MWR income for the benefit of soldiers, as well as meet the needs of soldiers, their families, and other authorized users by providing an activity comparable to commercial programs found in the civilian

community (AR 215-2, para 3-1). Demand for video rentals is generally sufficient to allow for both an MWR and AAFES outlet. Factors such as the number of tapes available, hours of operation, location, types of tapes, and service availability supports the existence of multiple outlets. MWR activities may not engage in the sale of blank tapes, recorders and accessories, as these sales are considered a resale function.

**March 1986 is National Nutrition Month.** MWR activities with food operations should be thinking about special menus and nutritional awareness promotions. For additional information, contact Mr. Barnett, AV 221-0702.

**Fort Hood Officer and NCO Clubs offer cold steamed shrimp,** served in the shells, on their Sunday Brunch lines. When they initiated this program, shrimp was displayed on a bed of crushed ice, and diners were allowed to help themselves to as much as they wanted. The shrimp proved to be very popular and the resulting high consumption added significantly to the cost of the program, reducing profitability. Rather than eliminate this popular item, shrimp has been preportioned into small bowls at five or six per serving, and the bowls arranged on a bed of crushed ice. Members can still help themselves to as many servings as they desire, but consumption of the high-cost shrimp has been reduced significantly.

Serving shrimp on the brunch line adds a touch of class and increases the perceived value of the Sunday Brunch program. To add variety, the cold shrimp can be replaced on a periodic basis with other seafood offerings such as oysters on the half shell or smoked salmon.

**The film "Talking Helps" has been distributed to Army**



TASO's. The number is 702093 DA.

"Talking Helps" is a new film to help educators, youth group leaders, and parents see how sexual abuse prevention skills can be taught to children. The film features a group discussion with parents, teachers, and administrators who are planning to implement a child sexual abuse prevention program.

The film also shows a teacher using the film "No More Secrets." The teacher demonstrates strategies for introducing the topic to children and techniques for building personal safety skills. The film "No More Secrets" is already in Army TASO's—Number 504341 DD.

POC is Ms. Shriner, AV 221-9390.

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**28,000 IN SALES! \$8,000 IN NET INCOME!** Not a bad showing for a month of bingo, but in Texas they do things in a big way. According to Lt. Col. Bill Ginac, Fort Hood Installation Club Manager, a recent Sunday afternoon Bingo Marathon at the NCO Club netted this one-day totals, which did not include the sales of food and beverages to bingo players. Running from noon until midnight, the club sold only hard cards, and gave out over \$19,000 in prizes on the day. Ginac has more Bingo Marathons planned for the Fort Hood community, and says they seem to be the most successful on Sundays before a Monday holiday.

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**Fort Hood's Information, Tour and Travel Office has started a Motorcycle Touring Activity.** The first outing for the group was the "First, Sometimes Annual Chili-Spill Motorcycle Run" to the Texas Big Bend National Park.

The riders spent the first night in a motel, the next night camping out at the park and the final night motel accommodations. Cost of the trip was \$110 for singles and \$85 for two or more sharing ex-

penses. The ride was approximately 1,100 miles.

The Motorcycle Touring Activity hopes to offer a variety of tours and runs. For more information on this activity, call (817) 287-3157 or AV 737-3157/7310.

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**The Morale Support Activities Division has installed a General Information telephone** at Casey Memorial Library. This 288-INFO line is a post-wide information system. The telephone is manned during the library hours of operation and has an answering machine to record messages after duty hours. Messages received during non-duty hours are answered the next morning. Individuals new to the Fort Hood area or those in need of information can call this line for anything from the Commissary/PX hours of operation, movie schedules on post to information concerning Darnall Army Community Hospital. This service was set up to assist people with questions but not as the Post Locator. The assistance to newcomers should decrease disorientation associated with relocating to a new installation. For information concerning this line or the set-up of the system, telephone 287-4921 or AV 737-4921.

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**BAMBERG, West Germany—The zoos in Frankfurt and Berlin** may boast the largest number of animals in Germany, but for a close-up conversation with the critters, Bamberg's new Children's Petting Zoo ranks with the best. Rod and Gun Sports Center manager, O. "Pete" Jordan said that even though the zoo is geared for children, it is open for everyone in the community to enjoy. The zoo is open every day from 9 a.m. to 6 p.m. and pony-cart rides are offered on Saturdays and Sundays from 1 to 4 p.m. The Sports Center does not require Rod & Gun membership for patrons wanting a look at the zoo or a weekend ride for the kids. Jordan said this is an attempt to get more

community members to the Rod & Gun Sports Center to find out what is available for them should they decide to become members. The Bamberg Rod & Gun Sports Center consist of a 9-hole golf course, artificial fishing lake, skeet range, dart league, club house with complete dining facilities, and now a brand new Children's Petting Zoo.

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**Army Community Services (ACS), White Sands Missile Range, New Mexico,** is pioneering a Youth Sponsorship Program. It works in the same way as the adult sponsorship program. A youth from White Sands is matched by age and sex with a new arrival. The sponsor writes a letter of welcome, answers questions, and serves as a guide when the "pen pal" arrives.

ACS appoints a sponsor from a roster and notifies the sponsor when the new youth arrives. Another responsibility is to prepare a welcome packet which includes a letter from the Commanding General. Also in the packet are free passes to White Sands activities and attractions.

The Military Personnel Office and the Housing Office are involved in the program, as well. They notify ACS of incoming service members and, if available, number and ages of children.

The most important link in the chain is the youth sponsor. These youths give their time, energy, and enthusiasm to the program. The youth sponsor prepares a welcome letter and can correspond as often as desired. Within 24 hours of arrival they welcome the new youth. It is the sponsor's responsibility to accompany the new youth to With Sands activities and facilities such as school or church.

The youth sponsorship program is summed up by a new youth who has been through the program who can say "I've just moved to White Sands and already, I have a friend."

## New AR expands programs for Army youth



The new AR 5-3 (Standard Installation Organization) transfers the Youth Activities (YA) program from Morale Support Activities to the Family Support Division of DPCA. This move does not change the philosophy or mission of YA, but may provide opportunities for expansion of both leisure-time and recreational programs.

Recent YA actions include:

- Seven different Recreation Skills Development Guides distributed to each Youth Center around the world. Emphasizing non-sports programs, these guides are part of an effort by DA-level YA to provide fresh program ideas.

- Youth-to-Youth Sponsorship manuals sent to ACS Centers and soon to be distributed to YA's. This program emphasizes making the move to a new area or installation easier for youth, helping reduce stress related to moving. This joint ACS-YA effort offers a low-cost, high-payoff project, with cost generally limited to the time and effort of youth to support each other.

- Celebrate Youth (Sep-Oct 85) was a joint effort of the Army, Navy, Air Force, and Marine Corps Youth Programs to recognize teens of military families worldwide.

- Standardization of the youth soccer program is underway, the

first step in a standardization program for many activities. Regional "Train the Trainer" soccer clinics will begin in March. Reference books on soccer have been distributed through the Army Library system to support this project. Local YA directors will receive individual instructions on the location of clinics in their areas and persons who should attend.

- Other YA programs are being screened for standardization. Areas of interest are qualifications of contracted instructors and levels of accomplishment in contracted classes such as martial arts, gymnastics, swimming, painting, dance, etc. Reviews will include standards from organizations such as AAHPERD, YMCA, Red Cross and others.

- "Operation Adventure" (*SOLDIERS* magazine, Nov 85) has sparked interest in standardization of summer camp programs. Standards available include the YMCA and the American Camping Association.

Despite these and other initiatives, YA at many locations are still addressing issues that should have been long resolved. One such problem involves the use of

appropriated funds (APF) to support YA. DODD 1015.6 (Aug 4 85) is the directive that designates YA as an APF program and provides funding policy for Category III-B-2 activities.

Looking to the future, emphasis in youth sports will be away from "win at all costs" and toward recognition that all participants are winners. Coaches Certification has brought new attitudes in coach and parent roles in youth sports. Many have voiced the opinion that coaching certification programs should be mandatory.

A recent MACOM YA Directors meeting emphasized the importance of these meetings down to installation level, an initiative that will begin in Fiscal Year 1987.

These meetings have also driven home the need for planning ahead. 1988 will be the 20th year for Army YA—and anniversary plans should be beginning now if an effective and coordinated program is to take place. Other areas of concern include personnel policies—standardized job descriptions and crediting plans

(See YOUTH, page 25)



# Parents given Day Care tips

by Sp4 John McGarrah

Too often parents are more concerned with the cost of child care rather than with the quality of care the child will receive, according to Ann Landers, director of Fort Campbell's Child Development Services.

"It's the quality of care that the child will receive, not the economics, that's important when selecting a day care facility," she said.

The director recommended that parents look into two areas when choosing a facility.

"The first and most important area," said Landers, "is whether facility workers are competent, loving and patient with children. Children should feel wanted and comfortable in the facility.

"The second area is a programmed curriculum. Parents should become acquainted with the activities offered, menus and emergency procedures."

Landers also suggested that parents should take a complete tour of the facility, inside and out. Every nook and corner should be checked.

When selecting a day care center, it's important that parents ask the right questions.

One of the best places to start would be the state licensing board or Better Business Bureau to see if the facility has a clean record.

If possible, talk with parents who are currently using the facility you are considering. Visit the centers and talk to the directors. Remember, a center is only as good as its director.

Landers warned parents not to be influenced by the building in which the care is provided. Appearances might be deceiving in the case of day care facilities. "Just because they look good doesn't mean they are good," she said.

## Questions to be answered

Here is a partial list of questions parents should have answered when looking for a day care facility:

What kind of training is required of staff members?

Are staff members qualified in first aid?

Is the staff made up of full or part-time workers?

Will the child see the same people regularly?

Does the staff treat children with respect?

Do staff members know and call the children by their names?

Do staff members set good examples for children with their own speech and actions?

Do the children seem happy? Are they interested in the activities?

Do the children ask questions and get involved or do they seem afraid?

Is there a daily activity schedule? Is there a weekly or monthly plan so you will know what events are scheduled for your child?

Is a menu posted? Are the meals' nutritionally balanced?

Are snacks served? Are seconds available?

Are infants and toddlers allowed outside playtime? Remember, all children

need fresh air and a variety of experiences.

Is there a variety of toys available within reach of the children inside the center? Are there toys for unstructured outdoor activities?

Is there a quiet place for older children to do homework?

Are activities planned for the end of the day? Is the staff watching the children and greeting the parents during this time?

Care parents drop in unannounced at any time?

Are parents involved in the center, such as with a committee or preparing a newsletter?

Is the facility clean? Check the children's bathrooms, since they are the hardest to keep clean.

Does the ground floor have exits?

Does the center offer transportation to and from school?

What procedures does the center use before releasing the child to someone other than the parent?

The most important question to ask before deciding which center to use is "Will my child feel loved here?"

## Old motor home becomes YA Outreach

by Judson Lang

In 1984, the Ft. Lewis Morale Support Activities Division acquired an old motor home from excess installation property and began looking for potential uses for it. The motor home complete with bathroom, refrigerator, generator, storage closets and seating. Youth Activities took one look at it, taking into account the post's widely dispersed housing areas, and requested a chance to test a special Youth Center Outreach Program.

YA would visit the housing areas during the school vacation to provide direct, convenient, supervised recreational opportunities to children unable to visit the

Main Youth Center. From this effort, the YA Park & Play Program was born.

At first it was trial and error. Supplies were limited, and youth center staff was stretched thin to provide a driver/activity leader for the new program. Jan Crawford, YA Youth Center Director, ran the program himself.

Over 1300 youth had participated by the end of the summer, convincing to schedule the program again this summer. With newly gained experience and the ability to plan ahead and prepare, the 1985 Park & Play Program really took off!

Youth Activities established a budget for the program and obtained approval for two part-time

positions to staff the van. Supplies and equipment were ordered, and interior modifications were made on the vehicle to permit greater storage and better space utilization. Contacts with community mayors identified convenient play sites within the housing areas and volunteers were recruited to assist the staff. A special brochure was provided to the local schools prior to the summer vacation, describing the new program, the type of activities in store, a schedule of community sites and times, and general rules. Special "Park & Play Site" signs were constructed and placed at each area a week in advance.

Schedules called for the van to visit each of the eight housing communities four times for regular activities and return at the end of the summer for one special event. Normal programming consisted of organized competitions, crafts, storytelling, drama, puppetry, and music. The summer ending special event was a contracted Clown Show complete with balloons, magic, comedy show, and group games supplemented by a separate Watermelon Feed. As a grand finale for the summer, YA arranged for a BMX Freestyle Bicycle Riding Demonstration that showed riding from some of the west coast's champion riders.

This year's Park & Play program proved to be a tremendous success. Over 3000 youth participated. Several featured articles appeared in the local post newspaper and community responses were highly supportive. Planning is now underway for the next season, and Ft. Lewis expects many more seasons to come!

*(Lang is the YA Director at Ft. Lewis.)*

### \$91.8m approved for construction

The MWR Panel of the House Armed Services Committee gave the green light to 51 projects for a total cost of \$91,808,000. There are still some projects being studied, including those submitted separately for the Yongsan Community Center (\$41,100,000) and Fort Drum (\$18,700,000).

The approved FY 86 NAF construction program may exceed 100 million dollars

by a wide margin. In FY 81 only \$6.4 million were in the NAF program before sweeping changes in MWR philosophy and procedures were implemented to increase resources to update and replace aging MWR facilities.

Bowling centers, guest houses and youth activity centers are the types of facilities most in demand in the program to date.

FACILITY TYPES	PROJECTS	TOTAL COSTS
Bowling Centers	17	\$28,545K
Guest Houses	7	17,635
Youth Activity Centers	6	12,606
Skill Development Centers	4	8,855
Clubs and Messes	4	7,733
Outdoor Recreation	5	6,809
Fields and Courts	6	5,775
Others	2	3,850
Total Facilities	51	\$91,808K



# Community Recreation Centers:

## *Changing trends require new skills*

by Bob McKeta

Community recreation centers are becoming one stop informational, recreational, social and educational centers. This has created a need for the centers to change their way of doing business.

Two years ago recreation specialists were primarily concerned with programming. This took many forms: it meant developing a monthly calendar of activities; working with groups, units and other activities to "program" facility use time; and programming for special events.

While this is still crucial to the recreation center operation, new requirements add a new dimension to staff responsibilities. This expanding role of recreation centers require staff to have skills in the areas of leisure opportunities and business savvy.

The May 1985 MWR survey indicated a gap between programs being offered and the promotional effort. Quality programs are offered but attendance is minimal. A need to consider the entire marketing package is apparent. Considerations should take into account the experience, educational background and most importantly, needs of the users.

Community recreation centers, like most MWR programs, have moved into the business arena. To some extent, combinations of business and programming by community recreation centers have been unique. Fort Sam Houston has initiated a successful pizza delivery service. Edgewood Arsenal, Maryland, turned a failing snack bar operation into a successful venture. SeaLandAir Rec-



*Hands-on-training is offered at many Community Centers such as the SeaLandAir Recreation Center at Fort Meade, Maryland. (US Army Photo)*

reation Center at Fort Meade, purchased a single computer in 1979, currently has 13 computers to meet the demand of service members, spouses and youth. And the "Sutler Store" at Fort Jackson is particularly popular with trainees desiring to purchase T-shirts indicating their unit name or crest.

New approaches to services are evident in the Civilian Sector as well. To generate income, hospitals are offering gourmet food and washing linens for other institutions; religious groups are hiring fund raising specialists; and colleges are computerizing

their fund raising activities. Although the primary goal of the recreation center is not to generate revenue, it should venture into other markets in order to serve as many people as possible.

To meet the future demands of users, specific training in marketing, business, public relations, budgeting and management should be a part of the specialists career plans. If Army community recreation centers are to function as the post information resource centers, positive steps must be taken by the professional recreation staff to meet increasing needs of their patrons.

# Fitness manual helps launch programs

The National Fitness Coalition has announced the completion of a Community Fitness Manual, a new publication with information for agencies launching fitness programs for their communities.

The manual offers step-by-step instructions for developing fitness programs in virtually any setting. Special emphasis is placed on goal and policy-setting, program design, gathering resources, promoting the program, staffing and program execution, basic safety measures, evaluation and documentation procedures. A resources bibliography also is included.

The National Fitness Coalition, a joint venture of the National Recreation and Park Association, the President's Council on Physical Fitness and Sports, and the National Association of Governors' Councils on Physical Fitness and Sports, targeted the Community Fitness Manual for action rather than theory. Thirteen authors provide pertinent ideas and information in a concise and readable style.

Development of the Community Fitness Manual is credited to Joseph E. Curtis, commissioner of human resources in New Rochelle, N.Y., and current chairman of the Fitness Coalition.

The Community Fitness Manual can be ordered from the Na-

tional Recreation and Park Association's Publications Center for \$9.60 for NRPA members, and \$12 for nonmembers. For more information, contact the NRPA Publications Center, 3101 Park Center Dr., Alexandria, VA 22302, or call (703) 820-4940.

## Trial Camps scheduled

**WASHINGTON (ARNEWS)—**The dates and hosting installations for All-Army Sports Tournament Trial Camps for FY 1986 are:

SPORT	DATES	POST
Volleyball	Mar. 27-Apr. 18	Presidio of San Francisco
Men's Judo	Mar. 19-Apr. 15	Fort Huachuca, Arizona
Bowling (Men and Women)	Apr. 18-26	Fort Bragg, NC
Track & Field (Both)	Apr. 21-June 10	Presidio of San Francisco
Racquetball (Both)	May 1-10	Fort Benjamin Harrison, IN
Men's Soccer	June 4-July 5	Fort Monmouth, NJ
Men's Softball	July 16-Aug. 9	Fort Huachuca, Arizona
Women's Softball	July 23-Aug. 15	Fort Indiantown Gap, PA
Golf (Both)	July 28-Aug. 8	Fort Meade, MD
Tennis (Both)	Aug. 28-Sept. 12	Fort Eustis, VA

# Sill employee wins SA publication award

by Pat Hendricks

Making the best out of every job has won Patricia McCallum the Secretary of the Army Award for Publications Improvements. Only two awards are given in this category—one to Headquarters DA employees and one to an Army Field Command.

McCallum won the award for her innovative ideas in developing and managing post publications that inform the community as well as saving on production costs. She's the public affairs specialist for the Directorate of Personnel and Community Activities (DPCA) at Fork Sill, OK.

"I feel very pleased to be getting this award," McCallum said. "The DPCA leadership has encouraged innovative ideas and the Army recognizes that a different way of doing things is all right."

What McCallum is doing differently is taking her 30-hour-a-week part-time position and turning it into a full-, over- and spare-time project. Her initial duties included researching, writing, editing and designing informational booklets, pamphlets, brochures and fliers distributed around post. "How to Live at Fort Sill," "Education Services," and "Fort Sill Information Series" are

just a few of the familiar titles of handy information for which McCallum is responsible.

McCallum was nominated because she significantly improved the readability, attractiveness, distribution and cost effectiveness of publications produced by DPCA. "Through concise writing, tight editing and improved graphics and design, we have been able to maximize the effectiveness of our communications program, which is vital to increasing community awareness of our activities, programs and services," DPCA officials stated in the nomination.



must be developed to insure that qualified people with adequate backgrounds in YA or youth services are found and recruited.

YA is on the threshold of a dynamic era. Better programs and better management give us the ability of charting our course and influencing the wellness of the next generation. Many advances can be expected in the coming years and each member of the YA team will play a key role in moving the program along to new heights.

**CHIEF, from page 2**

their needs. Some installations were more successful than others due to the establishment of a good operational plan which includes the procedures required to gain the resources to meet patron requirements.

Where management and staff are synergetic is where needs are being fulfilled and there is development of ideas and programs to meet future needs. Success of the IMWRF is people—well trained, able to communicate, and motivated to meet the needs of the soldier and his family. Managers at all levels must be dedicated to their operational plan—then success follows.

**FORCE, from page 10**

4. All Appropriated Fund
5. All Nonappropriated Fund
6. All Contract
7. Compartmented Contract (Service—Career employees; Business Operations—Contract)
8. All Military
9. Experimental Demonstration (employ option provided by Civil Service Reform Act of 1981 to devise experimental employment programs)
10. Status Quo with Portability
11. Corporate Stovepipe

# Safety program developed

**by Suzann Tedesco,  
Child Development Services**

Girls in the United States today have a one in four chance of being sexually abused before they reach their 18th birthday; boys have a one in five chance. Usually, children receive little information to protect themselves from this offense. Warnings of the possibility that an abuser could be a person that they know and trust are not enough. In the past children were rarely told that they have the right to say "no" to inappropriate touching and controlling those who touch them. Children are in great need of realistic information about sexual abuse to avoid being touched or misled into undesirable situations.

Children are taught rules covering traffic, fire, and poison safety. They can learn about body safety in the same way. Safety education is the best way to arm children with the information and skills they need to stop child sexual abuse.

HQDA Child Development Services and Army Community Service Family Advocacy Program are sponsoring a pilot safety education project for children at nine Army installations (Fort Dix, Fort Ord, Fort Ritchie, Fort Carson, Fort Sill, Aberdeen Proving Ground, U.S. Military Academy, and Wiesbaden, Germany). The

project is a comprehensive, community-based sexual abuse prevention program that includes workshops for parents and caregiver staff. The training will initially be presented in Child Development Centers.

This pilot program was selected after a review of a wide range of programs. The material is presented as part of a total body safety approach and involves training for parents, staff, and children. Special emphasis is placed on dispelling misconceptions associated with sexual abuse. Children are taught to recognize the difference between affectionate touches and confusing touches. Children's self-esteem is enhanced by teaching and practicing the appropriate responses to abusive situations. The training is presented in a manner appropriate to the ages of the children addressed and is appealing and non-threatening. Experience has shown that children respond favorably and are not scared by the material presented.

Child Development Services will provide this program because a great number of children can be reached through CDS programs. (During FY 84 115,000 children were enrolled in CDS).

A final decision on standardizing the program for Army-wide use will be made after June 1986.

## OBJECTIVES

Attain organizational and management goals  
Be uniform, standard, simple, flexible  
Provide adequate training  
Maintain APF funding  
Promote improved productivity  
Provide APF manpower for MWR  
Preserve MACOM prerogatives  
Preserve employee benefits  
Follow Army Leadership and Army of Excellence

Improve service to soldiers and families  
Maintain legality  
Satisfy congressional mandates  
Protect union interests  
Incorporate employee concerns  
Be affordable  
Be competitive professionally  
Provide proactive atmosphere  
Provide for special employment  
Establish forecasting needs methodology

## YA class gets toddlers in the swim

by Kathy Curthoys

**SCHWEINFURT, West Germany**—Aaron Donnelly stood by the vast expanse of water and shivered.

His afternoon workout in the pool had been vigorous. He had tested principles of bouyancy, the physics of forcing arms and legs through water and the geometry of kicking.

He was ready to towel off and take a breather, and he deserved it. After all, at the advanced age of two, he was one of the old timers in the class.

The 20 infant swimmers enrolled in the parent-toddler swim class, sponsored by Youth Activities, ranged in age from six months to two years.

Parents brought their little ones to class at the Hallenbad in Dittelbrunn an hour a day for two weeks. At the first session of classes in February, the water in the indoor pool was a bit too cold for some, so the German operators of the pool obligingly warmed it up.

"They've been very good. This is a nice pool," class instructor Chris Kibby said.

Kibby, a water safety instructor certified by the Red Cross, teaches floating, kicking, water games and simple tasks designed to accustom small children to the water.

She also teaches more advanced swimming and life saving. But the object of this class is not to develop world-class swimmers but to banish a baby's fear of water.

If a small child, who has this training, were to fall into a pool unnoticed, the child would be less likely to panic, and more likely to remain calm and float.

"Babies float easily, but don't like to lay flat on the water,"



*In a child's direct way of communicating, little J. J. Ely lets his father, Sp5 Jerry Ely, know that he's had enough water games for the day. (US Army Photo)*

Kibby said.

She teaches parents to show the children how to use their arms and legs in the water. "If they hesitate to kick, move their legs for them, and get them used to that. Put a toy out in front of them, and if they kick, move them toward it so they are encouraged to do it," she said.

"Praise them when they do,"

she added.

At one class, many of the children splashed with both arms and legs. Some shivered, a couple of them cried (one to get into the pool and one to get out). Some were apprehensive and some daring, wriggling out from the arms of their parents toward toys bobbling in the waves.

### PATIENT, from page 13

doctor to them. This practice is ongoing at Fort Drum, NY, for soldiers and families of the 10th Mountain Division (Light). Many larger Army posts have a few family practitioners, but Fort Drum is the first installation to have family practice physicians for all soldiers and their families.

But, Johnson points out, this is not something that is going to happen worldwide soon. "This is the ultimate goal that we hope to attain. And this will happen only if we continue to modernize and keep up with the changes that are taking place in the civilian medical community." (ARNEWS)



# Community calendar created to avoid conflicts

by Shawn Klimek

Imagine the mid-air catastrophies which would result if there were no air-traffic controllers.

Just as lethal to a social or community activity is poor planning. Many an event in the Ansbach community has fallen flat because it couldn't compete with a larger, or more important event scheduled for the same evening.

That's why the "Ansbach Community Calendar" was created, and why it is now mandatory that all organizations, military units and offices coordinate with the Ironland Information Centrum at least 30 days before scheduling important events.

"The previous system was failing," Community Calendar Coordinator Patty Brocius explained. "Everyone was colliding and bumping."

"There was no system," Info-Centrum Director Peggy Rader amended. "There was not one, centralized point of contact."

Now the Ironland Information Centrum will be that point of contact, with the ability to oversee the

scheduling of all events within the community, including those happening in Illsesheim and Crailsheim.

The procedure goes as follows:

1. Anyone wanting to schedule an event must submit a Community Calendar work Sheet, listing all pertinent information, to the Ironland Information Centrum no later than 30 days in advance of the proposed date for the event.

2. Info-Centrum staff will confirm the date and post it on a master calendar located at the Centrum. The Info-Centrum is located above the Katterbach Dispensary at Ansbach Army Heliport. The master calendar is

available for public viewing: Green for community activities; Red for social activities; Black for military activities, and Blue for German/American activities.

3. The printed calendar will be reproduced in two formats and printed on flyers: The front side will show highlights in a standard calendar form; the reverse side will be a chronological listing identifying dates, times, events, places and POC. This will include the present month and the next three months.

4. These reduced copies will be distributed in Human Resource Council handouts, as well as in such high traffic areas as the PX and commissary.

## Hood supports "Bold Eagle" exercise

Fort Hood's Moral Support Activities provided recreation for the troops at the Combined Field Training Exercise "BOLD EAGLE" at Eglin Air Force Base in Florida.

Nine members of Fort Hood's Morale Support Activities, Directorate of Personnel and Community Activities, set up recreational activities inside circus tents at Duke Field and Auxiliary Field #5 and were ready to begin service shortly before the exercise started.

Auxiliary Field #5 contained two physical fitness center tents, a recreation center tent, and a fest tent. Each physical fitness center was equipped with Universal and Hydro-fitness stations and a complete free weight set. Aerobics classes were also provided daily.

The Recreation Center tent featured a large screen television hooked up to a satellite dish, regular screen televisions equipped with video cassette players and an assortment of video movies. In addition, the rec center was

equipped with pool tables, video games, table games (such as, monopoly, chess, checkers, backgammon, cards, etc.), and a paperback book swap section. The fest tent provided video games and served draft beer after duty hours.

At Duke Field, MSA personnel set up a physical fitness center, recreation center tent, and a fest tent. Each tent provided the equipment and recreational activities as those provided at Auxillary Field #5.

Other activities the Morale Support staff provided included shuttle trips to the beach, volleyball, and basketball games.

The mission to provide recreation for the troops participating in the "BOLD EAGLE" exercise was a unique experience for both the soldiers and the staff. An estimated 1,200 to 1,500 service members used the tent facilities and expressed satisfaction with services provided and amazement that a field exercise could have the provisions afforded them.

## PLAN III, from page 15

- 58. Department of Defense Dependents Schools (DODDS) Summer School
- 59. Family Member Education Opportunities

This plan, and the planning process which it represents, will go far in addressing Community and Family Support needs throughout the Army—but the key to continued success in this Army Family Action Plan process is the continued and active involvement in the true sense of partnership between the Army and Army families.

# Change in policy helps families

The United States Army Europe (USAREUR) has issued a new policy that affects family members and local national applicants who are considered for positions designated for local national occupancy.

The Family Member Employment Program was implemented in USAREUR in 1971 when low military pay and limited employment opportunities for family members were creating hardships for Army families. Additionally, the employment rate was low throughout Europe, creating difficulty for the Army in filling its positions designated for local nationals.

Since 1971, conditions have changed. Family member employment increased from below 5,000 to more than 27,000. The employment preference given for family members for external hire at grades GS-8 and below in local national positions has virtually eliminated the intake program required to replace retiring senior local nationals.

High family member turnover has made it difficult to maintain efficiency in some operations. Unemployment in the Federal Republic of Germany is now more than nine percent, and is a big concern to local government officials.

To address this situation, USAREUR implemented a change in policy. The change will provide essential recruitment flexibility to local commanders in Europe to allow them to limit recruitment for local national positions to local national candidates when:

- Turnover in an organization is excessive, thus impairing mission accomplishment.
- It is necessary to provide local national career progression, or
- More family members are employed than authorized.

USAREUR's intent is to maintain family member employment

at about its current level while giving local commanders the flexibility to maintain a balanced work force. Army commanders in Europe continue to remain sensitive to the quality of life experienced by Army families.

Headquarters, USAREUR will continue to monitor family member strength levels closely to see if any policy adjustments are necessary.

The change affects only the way in which positions designated for local nationals are filled. Family members preference continues unchanged for those positions designated for U.S. citizen occupancy. No expiration date has been placed on this policy.

## CENTER, from page 5

erative nursery program at Fort Campbell. There, as well as in other programs, the real work of the Center comes from the people themselves.

Funding for Family Life Center programs comes primarily from nonappropriated chaplains funds, supplemented by gifts and grants from local charitable organizations, wives groups, and self-help projects. The facilities, the chaplain and the chaplain assistant are provided by the Army, but most of the personnel working in the Centers are volunteers with valuable talents and personal concern for others in the community.

Family Life Center ministry has proved itself to be a vital asset in military communities, striving to prevent problems before they occur. Developing internal resources and building a sense of involvement among families, Family Life Centers are a good example of the Army families working together to help their own.

## *FAP program works in Japan*

Exemplifying the Family Action Plan process is the program of the U.S. Army, Japan. There, delegates from seventeen Army organizations from Okinawa and Japan met to work on family and soldier issues. More than 60 delegates drawn from all sectors of the population, including soldiers, family members and youth representatives, participated.

The group organized into working committees to address community services, youth, education and DODDS, housing, transportation, and communications. Ultimately, more than 100 issues were identified and documented for action. Using a unique single page form, the delegates defined the problem and its impact, stated present resources or positive actions already occurring, and concluded with specific recommendations.

The majority of U.S. Army Japan issues were solved locally and at little cost, such as the insertion of youth oriented columns in local newspapers. More complex problems, and those requiring funds beyond the Command's capability were forwarded to WESTCOM and subsequently, to Department of Army for inclusion in the PPBS (PARR) process. USARJ's significant needs, identified through the work of more than 60 local delegates, have now arrived in Washington and are being integrated into the Army's budget.



- AR 608-99 (Family Support, Child Custody, and Paternity) rewritten. AR now establishes clear amounts of financial support for family members in all cases and provides for enforcement.

- Low cost, nonappropriated fund (NAF) insurance provided for family child care providers.

- Europe and Korea brought into Army Banking Investment Fund, increasing investment dollars and additional earned interest for nonappropriated fund instrumentalities (NAFIs).

- Reserve component family members began enrollment in DEERS data base; also, policy developed to provide permanent ID cards for Reserve family members.



- Expanded FY 86 Army Management System Code, the key mechanism for reporting Army family and MWR program fund use for FY 86 and beyond.

- Implemented total personnel program for NAF employees; created division with staffing, benefits, and policy elements.

- Contributed to AR 5-3 (Standard Installation Organization) by developing position standards for several DPCA assistant director and division chief positions. Also developed position standards for MWR food/beverage managers and for child development services leaders.

- Community and Family support standardization actions included:

- (1) Facility standards prepared and incorporated in quality of life minimum standards.

- (2) MWR program standards developed to give commanders a standard by which MWR programs, activities, operations, services, and professional develop-

ment can be measured.

- (3) Expanded central procurement to include poultry, seafood, imported beer and wine, and soft drinks. MWR activities realize significant savings in costs and administration through these central procurements.

- Prepared job reinstatement policy for family members, increased part-time and job sharing opportunities and encouraged commanders to create new job opportunities for family members.

- Special personnel examining unit reduced job certification time by half. USACFSC ADP was tied in with OPM computers to increase capability.

- Prepared and presented successful construction packages

reached \$25M, divided between installation and MACOM involved and HQDA.

- Army Soldier Show, "I Hear American Singing," played to over 65,000 people in 23 cities and installations.

- First major worldwide MWR attitude survey completed. Information assists in redefining and redirecting MWR programs and efforts.

- Library activities supported 278 installation libraries with over 169,000 volumes. Isolated units, others, received 22,000 paperback and book kits.

- Performed over 250 staff assistance visits. More than 1700 people graduated from CFSC courses in MWR management,

# 1985 Year in Review

through DOD to Congress:

- (1) Twenty-six appropriated fund projects funded, including 19 child development center, 5 physical fitness centers, and two multipurpose rec centers.

- (2) NAF construction projects exceed \$90M, funding 17 bowling centers, 7 guest houses, youth centers, sports fields, outdoor rec areas and other projects.

- (3) Designed and prepared plan for 276 room lodge at Yongsan, Korea for PCS soldiers and families. Project at 35-percent design state, anticipated construction start in Spring.

- (4) Launched 27 Burger King operations on installations following successful test projects in CONUS and overseas.

- Hale Koa hotel celebrated 10th anniversary. 99.8-percent occupancy rate is highest on Waikiki.

- Army Recreation Machine Program overseas became fully operational—nearly 5000 machines in 308 locations. Profit

community and family support activities; hundreds more received less formal orientations and briefings.

- Exceptional Family Member program was automated, resulted in 97-percent success rate in assignment of soldier families to areas where EFM needs can be met.

- Completed correction action on 237 child development centers to meet fire, health, safety and program standards.

- Engineered highly successful family child care program (quarters based) to supplement critically short center-based programs. Also, prepared budget requirement to provide trained, professional child care person in each center to supervise staff.

- Tested (with TRADOC) Installation MWR Fund (IMWRF). Success resulted in redesign of accounting structure and release of implementation instructions to all

(See REVIEW, page 35)

## Joint project assists family members in employment

by Pam Rogers

**REDSTONE ARSENAL, Ala.**—Military family members who might otherwise give up hope of finding a job in Huntsville are receiving help from a service designed especially for them.

The family member employment program, sponsored by Army Community Service (ACS), began as a part of the one-stop employment center at the Civilian Personnel Office (CPO). The center is a joint project between CPO and ACS to eliminate the trek from agency to agency that job seekers once had to make.

Jim Bowne, coordinator of the family member employment program, is excited about what it can do for members of retired or active duty military families and or the business community.

"We've registered 253 people in six weeks, I've personally counseled 231, and we've had 160 phone inquiries regarding the program," he said. At least 16 people who found jobs have called to tell him the good news, and he feels more have found

work or will find work.

"We've had some good successes. Two clients who were placed in a department store have already been promoted, and another who had a marketing background but couldn't find a job started her own business. Now she's called back asking for three employees," he said.

The program tries to match jobs with people's skills. Thirty businesses have requested referrals from the program, with jobs ranging from laborers to engineers, Bowne said. Prospective employers know that when a person is referred to them, he or she already has been screened and is qualified for the job.

Bowne believes military family members have more to offer employers because of the coping skills their lifestyles have taught them.

"They can bring a high degree of sophistication because of the amount they travel. Their lifestyle gives them (the characteristics of) flexibility and rapid adjustment," he said.

ACS provides seminars in per-

sonal development and job finding skills for military family members. One of the first seminars gave instructions on completing in SF 171 for government in the private sector.

The family member employment office will also become a recruiting center for volunteer agencies on post. Although it is not active in the role right now, said Bowne, people who have trouble finding a job are encouraged to volunteer. It provides viable work experience, reduces the stress generated by unemployment and provides a networking opportunity, he said.

Bowne attributes the immediate success of the operation to the cooperation between CPO and ACS. His office has been so popular that he has ignored regular operating hours to accommodate people who have sometimes been lined up for a chance to register.

He hopes to get several volunteer workers to help process paperwork and even interview clients so he can concentrate on signing up more prospective employers.

## Sill co-op program builds handicapped playground

by Steven Infanti

Fort Sill Soldiers will supply the labor and Lawton businesses will supply the materials for a playground which has the needs of the handicapped as its design priority.

The Lawton Home Builders and their Lawton-Fort Sill Co-op partner, the 1st Cannon Training Battalion, have teamed up to build a playground where the handicapped can swing, climb and play at Greer Park on West

38th Street, said Maj. Don Baldrige, 1st Cannon Training Battalion executive officer.

The idea was brought up during a meeting with Lawton's City Parks and Recreation director, Dick Huck, Baldrige said. "Our co-op group was interested in becoming a part of the city's Adopt-a-Park Program, and Huck suggested the playground."

The homebuilders will purchase \$26,000 worth of playground equipment, Baldrige said. The rest of the materials are

being donated by the community and volunteers from the battalion will donate any labor needed for the project.

Baldrige said the group plans to install a new asphalt parking lot, sidewalks, a gazebo, wheelchair-accommodating picnic tables, park benches, a jungle gym, a therapeutic swing, balance beam and basketball court.

"We're hoping to have the park furnished by December 1986," Baldrige said.



# Adjusting to American lifestyle:

## ACS assists Korean brides during transition

**TAEGU, Korea**—A new bride married to an American soldier faces many new and different situations. Adjustment to the military way of life takes time and effort on the part of the new wife.

Difficulties can be compounded when the new bride is Korean. Not only must she adjust to military life, but also to life in an entirely different culture.

The Army Community Service Brides School in Taegu is part of an effort to ease the transition of the new wife to her new environment. The two-week course teaches subjects as diverse as American geography and history, and nutrition and meal planning to new Korean wives and fiancées of command personnel.

"We teach reality," said Jemma Bishop, bi-cultural family program coordinator. "Before the Brides School, a lot of these women thought America was a place where they could buy anything they wanted. We teach them that in America isn't as easy as that.

"Besides, we try to give the women the self-confidence and assertiveness they'll need to adjust to American life," she added.

### New Brides' Interest

Some women took the course to learn more about American customs. One wife of two years, Kyuim Black, wanted to attend the school for that reason.

"I didn't know much about American customs," she said. I learned some of that and some American cooking besides. My husband's happy about that."

The students' husbands have been particularly supportive of the school, Bishop said. In fact, many of the women first heard of the school from their husbands.

### Classes in Korean

Also, she decided to conduct her classes all in Korean, in contrast with the USO classes which are in English. Bishop recommended a separate English class available through ACS to all new brides though.

"The language barrier is probably the biggest problem these women will face," she said. "But as long as they have confidence in themselves they will get by."

Bishop sought out Korean speakers to conduct her classes. When, in rare cases a Korean speaker couldn't be found, translation into Korean was provided.

Some 37 topics of interest were covered in the class. Included were tours to the commissary, library, school, clinic and a visit to an American home. Students learned how to write checks and shop for the best values. They learned about social service agencies in the United States they can turn to when in need. They were introduced to military life via courses in military pay and allowances and the Army promotion system.

The class kicked off with a Korean Spouses Round Table. Korean wives who had been to the states shared their first-hand experiences on American and military life with the new students.

"The students felt it was very beneficial to hear from the women," Bishop remarked. "These were women who had been through what the brides were ready to experience." Because the round table was so popular, more round table discussion as well as follow-up programs and workshops, are being considered for the future.

"These women will still suffer some shock when they get to

America. That is natural. But after having taken this course, they'll be better prepared to handle their new lives."

## Bamberg constructs new sports complex

by Judy C. Frost

**BAMBERG, West Germany**—After almost one year of waiting, Bamberg Military Community residents are now enjoying the all-new Pendleton Field Sports Complex on Warner Barracks. The project, begun in November of 1984, comes under a projected 5-year Master Plan that is changing the face of Warner Barracks, and improving the quality of lives for its occupants.

The sports complex was completed from OMA funds at a cost of \$630 thousand. The complex consists of an artificial turf football and soccer field and a six-lane running track. Multi-purpose fields lie at both ends of the new field.

Other MWR construction projects completed in FY 85 for Bamberg include three multi-purpose courts, two indoor racquetball courts, child-care center, a weight training room and renovated locker rooms in the John F. Kennedy gymnasium, renovation of the Physical Fitness Center, and also, renovation of the Officers' and Civilians' Club.

# Hard-to-find crafts on sale in USAREUR

by Lisa Hunter

The Gussy Goose Craft Store, the first and only retail craft store in USAREUR that specializes in hard-to-find decorator craft supplies from the United States, is open at Grenadier Kaserne.

The store carries supplies for stenciling, folk-art painting, soft sculpturing, needlework, and more. The shop also offers a wide variety of ribbons, wreaths, silk poinsettias, and fabrics for Christmas crafts. Altogether the Gussy

Goose has over 600 different craft products and kits to choose from.

"The crafts aren't all from the States. The crafts here are more like country living with a German Accent," said Sharon Rippey, manager of the shop.

Rippey has done all of the purchasing of goods for the shop, manages the shop, and teaches all of the craft classes being offered at the Gussy Goose.

Classes offered at the store include how to make crafts that can be finished in one evening as well as classes that span over more

than one session. Rippey offers classes in making the German Statics wreaths and grapevine wreaths, cornhusk angels, padded photo albums, and—of course—stuffed geese.

The Gussy Goose is part of a series of shops opening at Grenadier Kaserne including a frame shop, portrait studio, and an engraving shop. The craft shop is open Monday, Wednesday, and Friday from 9 a.m. to 5 p.m.; Tuesday and Thursday from 10 a.m. to 9 p.m.; and Sunday from 1 p.m. to 4 p.m.

## PHASE, from page 9

its implementation.

In the case of the volunteer coordinator program, each MACOM submitted its resourcing needs with its PARR. The DA staff consolidated the data and created a single PDIP for the Army. This PDIP was reviewed by numerous Army panels and boards. The Office of the Deputy Chief of Staff for Personnel (ODCSPER) and the U.S. Army Community and Family Support Center (CFSC) shepherded the volunteer coordinator program through the POM building process. With the Army leadership's firm commitment to family initiatives, the volunteer coordinator PDIP survived the review process with adequate funding. It subsequently appeared in the Army's POM and was submitted to OSD for review and prioritization in the PDM.

Following the PDM, guidance was provided to the field on the scope and resourcing of the volunteer coordinator PDIP for FY 87. This completed the programming phase. Funds for the volunteer coordinator program remain to be appropriated by Congress. Once appropriated, the budgeting and execution phases will begin. These two phases will be discussed in my next article.

## CONGRESS, from page 7

Allows for payment by CHAMPUS of Home Health Care for dependents who require 24 hour care. The provision stipulates that it must be proven that Home Health Care is less expensive than institutionalization.

### Other Provisions

Several provisions impact negatively on community and family programs. For example, \$21.5M from APF support for family and MWR programs was cut.

Two other provisions in the DOD Authorizations and Appropriations bills that may reduce the ability to meet the needs of soldiers and their families are franchise and alcohol legislations.

### Moratorium on Franchise Agreements

In July 1985, Sen. Mack Mattingly, R-Ga., introduced legislation placing a moratorium on further construction of AAFES franchise facilities (except those identified by letter of intent, supplemental agreement to a contract, a contract solicitation, or by contract prior to enactment of this Act). Until May 1, 1986, Burger Kings located OCONUS will not

be affected by this legislation. It requires DOD to prepare a report to address specific issues requested by Congress. Since AAFES has existing letters of intent for Burger Kings to be constructed in FY 86, the rate of construction will not be slowed by this legislation.

### Sale of Alcoholic Beverages

Introduced by Sen. Mark Andrews, R-N.D., in November 1985 this provision requires that military installations procure alcoholic beverages only in the state in which the installation is located.

Both provisions impact on the ability to generate capital needed to (1) construct new facilities to replace deteriorated facilities and (2) support existing and create new programs to meet the needs of our soldiers and their families.

*Funding all of these provisions may be reduced due to passage of the Gramm-Rudman-Hollings amendment. This amendment is a deficit reduction measure to balance the budget by FY 1991. The impact of this amendment has not been determined at press time.*

*RIVERA can be contacted at AV 221-6879 for more information.*



## *Adopt-A-School program expanding Armywide*

Army participation in the President's "Partnership in Education" program has nearly doubled in the two years the program has existed. Army officials began the program in March 1984 to provide volunteer Army personnel, civilian employees, and family members to support education programs in nearby school systems.

In the first year, 89 Army installations joined the Army Adopt-A-School project, providing assistance to 144 schools. This year, 117 Army posts are participating and the number of schools supported has leaped to 228.

Army support to schools varies widely, based on the needs of the school system and the skills available at the nearby installation. In McAlester, Oklahoma, employees of McAlester Army Ammunition Plant provide presentations oriented toward mathematics, science and technology. Fort Detrick, Maryland, Army volunteers concentrate on career education programs and expose area students to vocational opportunities. In metropolitan Atlanta, Fort McPherson workers participate in individual tutoring projects for students.

Fort Meade, Maryland volunteers are active in a high school completion course project, with emphasis on citizenship training and English for foreign born students. Nearby, at Arlington Hall Station, Virginia, basic computer training is provided by the Adopt-A-School project. Industrial arts, foreign languages and guidance counseling are provided to Indianapolis, Indiana, area schools from the Fort Benjamin Harrison workers.

The most unique Adopt-A-School project of all is conducted by Fort Bragg, North Carolina. Fort Bragg has adopted the entire Grenadian Government school

located over a thousand miles away on the island of Grenada, will benefit from the efforts of Fort Bragg. The program includes an exchange of curriculum and instructional materials along with a program of teacher exchanges and visits by educational resource experts to assist the Grenadian school system.

Flexibility, imagination and innovation are the key features of the Adopt-A-School system, managed by the Army's Community and Family Support Center. The rapid growth of the program to almost double its initial size is indicative of the Army's long-

standing commitment to community service and the spirit of volunteerism. Soldiers, civilian employees, and family members are donating their time and professional expertise in a program to provide students with competence in basic skills such as reading, mathematics and other subjects. Through the Adopt-A-School program, the Army has enthusiastically responded to Partnerships in Education, echoing the thoughts of President Reagan in launching the program: "Quality education is everyone's business."

## *Devens ACS offers job help*

by Mary Knepper

**FORT DEVENS, Mass.**—Military family members face special problems when it comes to employment. When the soldier is transferred to a new post, the spouse goes along, perhaps leaving a job behind. Now there is help for Devens family members and military personnel when it comes time to look for a part time or full time job.

Army Community Service is starting an Employment Resource Center headed by Sue Nelson, training instructor. More than a job bank, the center will eventually provide job counselling and instruction in ways to get a job.

The job bank is for all Fort Devens personnel and their families, and will concentrate on military spouses and retirees. Working with AAFES, CPO, NAF and local business, they will establish a file of job openings. Fort Devens

people interested in getting a job can come to the job bank and get a referral.

"We won't be an employment agency," says Nelson. "people have to do their own legwork. We just tell them where the jobs are."

The jobs will be both part time and full time, and soldiers who might be interested in a job a few hours an evening will find that at the job bank.

The Job Resource Center will also involve counselling and group classes in such things as interview techniques, filling out an application, and resume writing. They might be working with homemakers on career guidance. They may also be able to coordinate with specific needs such as a typing class, or data processing.

They are just starting up, but already have some jobs waiting for referrals. In a few months, they will be well established with a wider selection.

# Installations to implement reorganization

AR 5-3 which will be distributed soon, implements Army decisions to revise the concept for managing and organizing installations.

The Director of Personnel and Community Activities (DPCA) is the primary staff officer for all the "people programs" and is the principal advisor to the commander on the personnel aspects of readiness, family programs, community activities, and personnel operations. The DPCA will have three primary assistant directors:

Assistant Director for Civilian Personnel also known as the Civilian Personnel officer.

Assistant Director for Military Personnel, also known as the installation's Adjutant General.

Assistant Director for Community and Family Activities is a newly established position that consolidates the community support and family activity programs.

This Assistant Director will manage the Installation Morale Welfare and Recreation Fund (IMWRF or Single Fund) and serves as the IMWRF Business Manager.

The Community and Family Activities organization consists of six primary operations divisions with the major functions highlighted.

**Family Support Division:** Includes the major operating programs of Army Community Services (Center-based and quarters-based programs), Youth Activities, Army Emergency Relief, and the Installation Volunteer Program.

**Community Operations Division:** Controls most of the IMWRF's major locally generated income-producing activities: club system, bowling, golf, package beverage store, and special events.

**Community Recreation Division:** Includes such programs as

sports, outdoor recreation, arts and crafts, auto hobby garages, recreation centers, installation tour and travel, and libraries.

**Community and Family Financial Management Division:** Provides planning, programming, budgeting, and financial analysis services to all of the Community and Family activity programs.

**Services Division:** Provides centralized services in supply, maintenance, procurement, marketing and advertising, coordination of CPMC and major construction projects, and training.

**Alcohol and Drug Abuse Prevention and Control Program Division (ADAPCP):** A comprehensive program of identification, counseling, treatment, education, and prevention to control the abuse of alcohol and other drugs.

Reorganization at installation level should be accomplished by October 1.

## WELCOME, from page 34

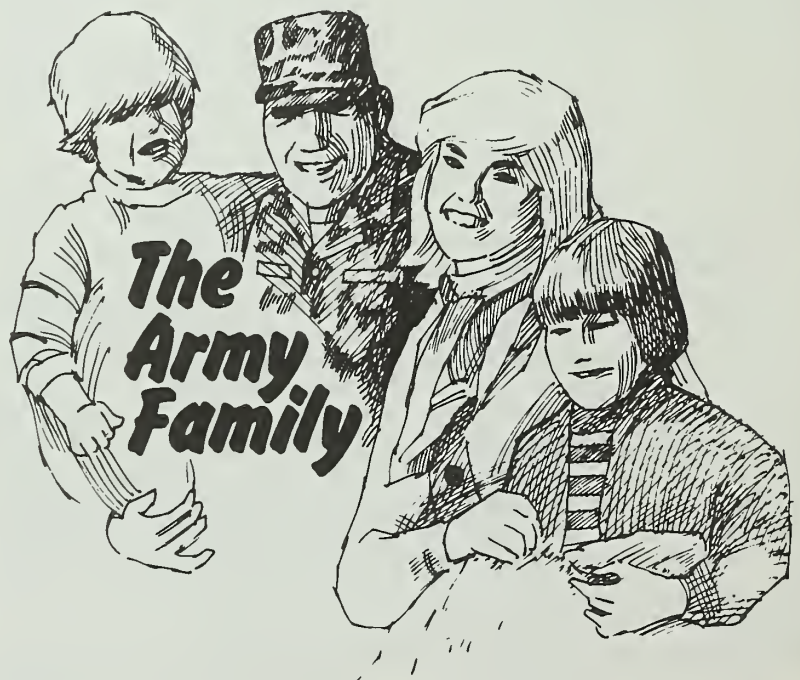
monthly, is the lack of communication between the family members through the units. "We have spouses come and tell us they didn't know about the program or were given the wrong date and time." Starks said she does get some cooperation from units but there are some snags that need to be worked out to make sure spouses get the word about the meetings.

"The program is so important to newcomers whether they've been in the Army 20 years or just one year. It orients them to the community and also helps them in the transition from the United States to a foreign country," she stressed.

As one newcomer commented while walking out the door after the presentation, "It really makes a person feel better about why we're here and the role we play in the Army. Plus, it's made me feel like I belong and am a part of the

community. I just wish they had something like this the last time I

came over to Germany. What a difference it would have made."





# Food locker added to Steward QOL

by Cathy Malone

**FORT STEWART, Ga.**—Last year the 92nd Engineer Battalion added something new to their Quality of Life program—a food locker.

In the beginning, the locker, designed to provide food for the battalion's needy soldiers and their families, usually contained about three or four cans of food. But now, only a year later, the locker (which is actually the battalion commander's TA-50 closet) contains more than 600 items.

"We in the battalion realize that sometimes people will run short," said Capt. Dorian M. Stoker, battalion chaplain. "Sometimes it's so hard, especially for the junior enlisted soldiers to meet financial obligations, at times they may find

themselves in a situation where they need help."

Stoker said that on the average about one or two families a month use the locker. "It's good for these families to know that there is somewhere they can go for help"

The items which include everything from canned vegetables and soup to laundry soap and aluminum foil, are donated by soldiers in the battalion. Stoker said that there has been an increase in donations in the last few weeks.

"Out of the more than 600 items in the locker, about 400 of those have been donated within the last month, and they're still coming. We have so many items—we don't have enough room to keep them in our original locker. We need a more spacious area," he said.

The goods are collected in two ways, Stoker explained. "Each company has a collection spot, and I go around to each area and

pick up the donations, or the soldiers bring the food directly to my office," he said.

"The soldiers who need assistance don't need to go through their chain of command or anything like that. They only need to come and see me," Stoker explained. "I like to talk with them and make sure there isn't any other way that we can help. Taking care of our own is very important to me."

Lt. Col. Floyd L. Griffin, the battalion commander, agrees with the chaplain. "The soldier and family are very important to this battalion."

"Through the past year we have continued to emphasize the importance of the food locker," he said. "We used to have to ask for donations, but not any more. The soldiers, noncommissioned officers and offices give donations every month."

## REVIEW, from page 29

Army commands. A major change in MWR business methods, IMWRF will bring many small, independent funds into a single installation fund.

- Started ground floor planning for Fort Drum activation, CFSC designed facilities to incorporate most innovative programs in community activities. DPCA master plan will provide smooth transition from present to new buildings and programs by 1991.

- Pioneered utility and rental security deposit programs which have already saved soldier families over \$1.5M at seven installations surveyed. Fifteen utility and three rent deposit programs are now active.

- Formed audit subcommittee to assist in numerous audits by military and commercial auditors of NAF and MWR activities. Established communications system to inform commanders and operators of audit findings so that future problem areas may be identified and corrected.

## \$52.3M for MWR-MCA program

FY 84 was the breakthrough year. The MWR-MCA program rose from \$10.6 million in FY 83 to \$58.0 million. This successful program, based mainly on Physical Fitness Centers, carried over into FY 85 with a \$50.4 million program approved by Congress.

The FY 86 indicators were gloomy due to pressures for cost reductions. Early reports out of the House and Senate Armed Services and

Appropriations Committees looked disastrous for the program in competition with hard core military mission requirements.

However, in joint conference session or the House and Senate Appropriations Committees, key decision makers and influencers won support for the family/quality of life issues to produce a \$52.3 million MWR-MCA program.

### ORIGINAL SUBMIT

19 Child Develop.	
Ctrs	\$41.2
8 Physical Fitness Ctrs	27.6
3 Community Ctrs	7.3
1 Library	1.9
2 Multi-Rec Bldg	1.4
33 Projects	\$79.4

### FINAL APPROPRIATION

19 Child Develop.	
Ctrs	\$39.9
5 Physical Fitness Ctrs	11.8
None	-0-
None	-0-
1 Multi-Rec Bldg	0.6
25 Projects	\$52.3

## IDEAS, from page 14

- Vary garnishes—Offer variety—watercress—orange—spiced apple—to dress up the presentation.
- Develop a 30-day item menu and rotate specials daily. Keep customers excited about what the specials will be.
- Implement a pricing special for Family Nite: for example, A Family of Four eats for \$12.00. This is a good item for the monthly calendar.
- Serve two types of appetizers on the same tray ... one hot/one cold which compliment each other—it takes the same amount of time to serve two as one.
- Allow people to eat in the bar to capture increased “dining room” business from singles. Single people

are sometimes reluctant to eat in the dining room where they feel isolated. In the bar, they can dine by themselves but still be with others in a similar environment.

- Incorporate “Light” menu items as well as non-alcoholic drinks. America is thinking “Lite” today.
- Use the parking lot as a miniature racing course. During slack times, use mini-bikes and go-carts.
- Place signs on the kitchen exit doors reminding waitress to inspect dining room furniture daily.
- Use turkey instead of veal.
- Offer Seafood Nachos—You can use a variety of different seafoods. Top with cheese and paprika and then place in the oven to melt the cheese.

- Place a sign in front of the movie theater stating: “Bring in your ticket stub, and receive \_\_\_\_\_ free.” This is a good way to get theatergoers into our club.
- Use a single menu such as a chalkboard with no description and have the server “sell” the item to the customers by a tempting description.
- Require the chef to develop at least one new recipe a month.
- Set goals for the staff. “Beat the Budget” or whatever. I give my leaders and staff weekly/monthly and sometimes daily goals. Get them involved more with the selling of the product and in giving the customer an experience. Listen to them, use their ideas, and get them accustomed to asking, “What did we do tonight?”

*Beginning with this issue, the Sentinel is making available a listing of important dates. Facility managers and program directors are encouraged to design activities or programs around these special events:*

## MARCH

National Nutrition Month  
plus  
1  
Army Hospital Corps  
1  
Army Dental Corps  
2-8  
National Women's History Week  
16-22  
National Poison Prevention  
Week  
National Wildlife Week  
17-21  
CSA Retiree Councils (Off/Enl)  
Joint Meeting, Washington  
20  
First Day of Spring  
30  
Easter

## APRIL

Month of the Military Child  
National Child Abuse Prevention  
Month  
plus  
6-12  
National Library Week  
15  
Income Tax Due!  
23  
U.S. Army Reserve (1908)  
20-26  
National Volunteer Week  
Keep America Beautiful Week  
National Consumer Week  
23  
Secretary's Day  
27  
Begin Daylight Savings Time

## MAY

National Physical Fitness and  
Sports Month  
plus  
1  
Law Day  
8  
V E Day  
11  
Mother's Day  
14  
Women's Army Corps  
17  
Armed Forces Day  
23  
Spouse Day  
26  
Memorial Day